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Proposed final budget for the biennium 2000-2001 and proposed initial budget for the biennium 2002-2003 for the Fund of the United Nations International Drug Control Programme

Report of the Executive Director

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Part one
Introduction

I. Executive summary

1. The present report, containing the proposed final budget for the biennium 2000-2001 and the proposed initial budget for the biennium 2002-2003 for the Fund of the United Nations International Drug Control Programme (UNDCP), is submitted in accordance with resolution 13 (XXXVI) of the Commission on Narcotic Drugs and article X of the Financial Rules of the Fund of UNDCP. The report of the Advisory Committee on Administrative and Budgetary Questions on the proposed final budget for the biennium 2000-2001 and proposed initial budget for the biennium 2002-2003 for the Fund of UNDCP is contained in document E/CN.7/2001/18. The budget has been prepared within the framework of the medium-term plan for the period 2002-2005 and is well within the outline for the biennium 2002-2003 (E/CN.7/2001/8), to which the Commission devoted its attention in its resolution 44/19.

2. The present budget proposal is the first within the framework of the medium-term plan for the period 2002-2005 as well as the first proposal using a results-based budgeting format. That format strengthens the link with the medium-term plan and is also meant to strengthen the budget process by adding detailed information on expected outcomes, programme delivery and measurement of the effectiveness of UNDCP activities. A note on the methodology used is found in annex II to the present report.

3. The present document (E/CN.7/2001/14) contains a consolidated budget presentation including a comprehensive executive summary, a review of the financial situation of UNDCP in 2000-2001 and projections for 2002-2003, as well as the proposals for the final support and programme budgets for 2000-2001 and the initial support and programme budgets for 2002-2003. The document links the revised to final budgets for 2000-2001 and the final 2000-2001 budgets to those proposed for 2002-2003 within the framework of the outline approved by the Commission for 2002-2003. Addendum 1 to the present document (E/CN.7/2001/14/Add.1) contains the programme narratives for 2002-2003, which are linked to the programme budget priorities and budgetary data contained herein. The programme narratives are, for the first time, presented in a results-based framework which will enable performance reporting and evaluation within the budgetary framework. Further, additional detailed financial information by programme is presented for the first time. For 2000-2001, performance reporting is contained in the annual reports of the Executive Director on the activities of UNDCP, considered under the operational segment of the agenda of the Commission.

A. Total Fund budget and resource plan

4. Table 1 below provides a summary of the resource requirements:

Table 1
Resource requirements, 2000-2001 and 2002-2003
(Thousands of United States dollars)

Item	*Revised budget 2000-2001*	*Final expenditure 2000-2001*	*Outline 2002-2003*	*Initial budget 2002-2003*
Programme budget	148 298.0	117 356.1	158 750.0	130 011.7
Support budget	35 239.8	33 784.9	35 242.5	35 386.4
Agency support costs	4 052.9	3 751.5	4 262.1	2 993.5
Total	**187 590.7**	**154 892.5**	**198 254.6**	**168 391.8**

5. The final Fund budget proposal for 2000-2001 is based on actual expenditures for 18 months and estimates of the last six months for 2000-2001. As explained in the revised budget, programme expenditures were expected at 80 per cent of the programme budget for 2000-2001. The final budget confirms that forecast, with programme expenditure showing a 79 per cent delivery rate against the last approved programme budget. The final support budget shows expenditure to be estimated at $1.4 million below the last approved support budget, reflecting mainly the impact of positive exchange rate and inflation movements resulting in lower costs.

6. The Commission, at its forty-fourth session, considered that the proposed outline for 2002-2003 provided a basis for the submission of the proposed initial budget for 2002-2003 (resolution 44/19). The initial Fund budget proposals for 2002-2003 are aligned, within the outline framework, with current best estimates of income trends and updated projections, as compared to those one year ago when the outline was prepared. More importantly, a 10.2 per cent reduction in the total budget proposed for 2002-2003, as compared to the revised budget for 2000-2001, is considered necessary to control the level of fund balances in order to maintain adequate cash flow. The decline in those balances, which were considered too high in the past by the Commission, is planned to be stabilized principally by reducing budget outlays as explained below.

7. The resource plan presented in table 1 provides an overall summary of resource availability and utilization. Total resources budgeted at $168.4 million for 2002-2003 are covered by fund balances and estimated income of $179.8 million for the same period. A margin of $11.4 million between likely resources and their planned use is kept to ensure adequate fund balances for activities ongoing into 2004-2005. The initial plan for 2002-2003 shows a resource utilization of 77 per cent going to programmes and 23 per cent to support activities, as compared to the last approved plan for 2000-2001, in which a target of 79:21 had been foreseen. That ratio could still be achieved in 2002-2003, if more funding can be obtained for some additional $20 million of priority projects, not included in the budget, that could be implemented with no increase in the support costs, which are budgeted at $35.4 million for 2002-2003 as compared to $35.2 million in the revised budget for 2000-2001. On the basis of expenditure, a 73:27 programme-to-support ratio is

expected in 2002-2003, as compared to 76:24 for 2000-2001; 72:28 for 1998-1999; and 67:33 for 1996-1997.

8. The budget proposals contained in the present document systematically refer to the nature and volume of the programme to allow comparison between the support resources requested and the programme to be implemented. Particular reference is made to table A.3 comparing support budget costs and programme budget volume by region.

B. Funding situation

9. As shown in the financial summary presented in table 3, previously high fund balances will have been substantially reduced by the end of 2001. With a modest 3.9 per cent increase in total income anticipated for 2002-2003, overall expenditure is planned to be reduced by 8.5 per cent so as to stabilize total fund balances at around $40 million. That would represent 30 per cent of projected income, a level considered necessary to maintain adequate cash flow. In particular, the general-purpose fund balance needs to be maintained at a minimum of around $8 million in order to cover the first 5 to 6 months of general purpose expenditure, estimated at around $16 million to $17 million per annum in 2002-2003, as new general-purpose income is normally received in the second half of the year. The minimum level of fund balances could be further adjusted provided Member States can commit on a consistent and timely basis their contributions. Table 4 provides summary information on the Fund income, expenditure and balance (1992-2003), and table 5 on programme expenditure by thematic area (1992-2003).

10. In order to stabilize the general-purpose position, general-purpose expenditure for 2002-2003 is planned at $33.7 million, to be financed from $32.7 million expected income and only $1 million from the fund balance which will be maintained around $8 million. In line with the guidelines submitted for the Commission's consideration on the use of general-purpose funds, the first priority is to finance the support budget proposed at $35.4 million for 2002-2003. Since about $7.4 million is expected to be met from support cost earnings on projects, the balance of $28 million will be required from the general-purpose fund. A second priority on the use of those funds would be core programme activities, as shown in part six, and ongoing projects that cannot be continued or completed without some general-purpose funding. In addition, the proposed programme budget for 2002-2003 also makes provision for general-purpose funding towards new activities in priority areas identified by the Commission. The proposed distribution of general-purpose funds amounting to $7 million is shown in table 22 and further detailed by region in the programme narrative tables contained in addendum 1. It is expected that about 80 per cent of the $7 million would be spent in 2002-2003. Thus, general-purpose expenditure for 2002-2003 is projected at $28 million on the support budget, $5.6 million on the programme budget and $0.1 million on agency support, totalling $33.7 million.

11. The implementation of Commission resolution 44/16, which, inter alia, requested the Executive Director to convene regular informal meetings between donor and recipient countries, is a step forward towards increased ownership of the programme by all members of the Commission. The Commission could review the

status of general-purpose funds twice a year, through inter-sessional meetings as required. To achieve the projected income target for 2002-2003, efforts to further widen the donor base called for by the Commission, by promoting a regular dialogue between Member States and UNDCP on the planning and execution of the drug control programme, will continue. Increased contributions from seized or forfeited assets could also be expected from Member States. As a result, a modest increase of $2.6 million in the level of general-purpose contributions is projected in 2002-2003. That would balance an expected decrease of the same amount in interest income due to a lower fund balance as compared to 2000-2001, allowing UNDCP to maintain the current level of total general-purpose income at $33 million. Further details on the financial situation follow in part two. Section XV on resource mobilization and new funding windows sets out in more detail fund-raising efforts and strategy.

C. Support budget

12. The final support budget as compared to the revised budget for 2000-2001 reflects a decrease in costing adjustments of $2.5 million (or 7.1 per cent) and an increase in volume changes of $1.1 million (or 3.0 per cent), resulting in a net decrease of $1.4 million, comprising a decrease of $1.0 million at the field level and a decrease of $0.4 million at headquarters. Details of those cost and volume changes are given in part three and in table 6, by budget estimates, and in table 7, by expenditure category. A large part of the volume increases relate to escalations in general operating costs such as rental of field offices, communications and unforeseen payments of computer workstation maintenance fees at headquarters to the United Nations Office at Vienna (UNOV). As regards post changes, a P-4 was transferred from South Africa to Nigeria in 2001 to implement the initial phase of the comprehensive multi-year programme based on the Nigeria master plan. At headquarters, a P-4 post is reclassified to the P-5 level in order to ensure an adequate level of management for the growing south Asia, east Asia and the Pacific Section of the Operations Branch. The total number of posts remained unchanged at 203.

13. The initial support budget for 2002-2003, reflecting the proposed new organizational structure of UNDCP, amounts to $35.4 million. The proposals are summarized in table 6 by budget estimates, in table 7 by posts and in table 8 by object of expenditure. As compared to the final support budget, there is a costing increase of $1.9 million and a volume decrease of $0.3 million, resulting in a net increase of $1.6 million. In terms of posts, seven positions carrying out ongoing functions at headquarters, up to now included in the programme budget, are proposed to be transferred to the support budget in 2002-2003 as a result of an analysis of the nature of their functions. At the field level, it is proposed to reduce seven posts, mainly at the General Service level, in those offices where the level of programme volume in 2002-2003 would not justify the maintenance of such posts. While the total number of posts in the support budget will remain at 203, there will be a small net volume increase for posts of $0.3 million in 2002-2003, because the posts included at headquarters are at higher grades. Details of those changes, as well as other post movements resulting from the proposed new organizational arrangements, in response to recommendations of the Office of Internal Oversight

Services (OIOS) are contained in part four. All proposed transfers will be within total existing post levels. Any changes in the proposed organizational arrangements, following consultations with Member States and final approval by the United Nations Secretary-General, would be presented in the next revised budget within available resources. Four reclassifications are also proposed, three at the field level and one at headquarters. Detailed justifications for them are also given in part four.

14. In terms of non-staff costs, the initial support budget for 2002-2003 envisages volume decreases of $0.6 million. These savings are after taking into account increases of $0.4 million in the reimbursement of services provided by UNOV at headquarters and of a $0.2 million reimbursement increase to UNDP for services provided in the field offices. Thus, real efficiency gains of $1.2 million are envisaged mainly in general operating expenses and equipment.

D. Programme budget

15. Programme priorities for the biennium 2002-2003 continue to be based on the established mandates, in particular the strategies and targets outlined in the Political Declaration (resolution S-20/2, annex) and action plans and measures (resolutions S-20/4 A to E) adopted by the General Assembly at its twentieth special session, devoted to countering the world drug problem together. UNDCP operational activities are organized by the four thematic areas endorsed by the Commission: policy support, legislation and advocacy; prevention and reduction of drug abuse; elimination of illicit crops; and suppression of illicit drug trafficking. The work is also organized at the country, subregional or global levels. At the country level, the UNDCP programme of work is drawn up in close consultation with other entities of the United Nations system within the United Nations Development Assistance Framework (UNDAF) and with concerned Member States. Particular attention is given to exploring synergies between UNDCP and activities undertaken by the Centre for International Crime Prevention of the Office for Drug Control and Crime Prevention of the Secretariat (ODCCP).

16. The outline for the biennium 2002-2003 (E/CN.7/2001/8), presented to the Commission during the first part of its forty-fourth session, in March 2001, suggested a total programme budget of $158.7 million. That amount was in line with the initial budget proposal, made to the Commission in December 1999, of $157 million for the biennium 2000-2001. The 2002-2003 proposal was based on an initial estimate of the funding requirements for the priority activities identified to implement UNDCP mandates, in particular those emanating from the twentieth special session of the General Assembly. As a result and as explained above, the programme budget proposal contained in the present document has been aligned, within the outline framework, to the current best estimates of funding prospects.

17. The proposed initial budget for 2002-2003 amounts to $130 million, as compared to an approved revised budget for the 2000-2001 biennium of $148.3 million, resulting from a volume decrease of 14 per cent and a cost increase of 1.2 per cent. Final expenditure estimates of $117.3 million for 2000-2001 constitute a delivery rate of some 79 per cent, which is in line with the 1998-1999 rate of 80 per cent. The budget estimates for the 2002-2003 biennium were developed on the basis of a careful project-by-project analysis of funding currently

available or likely to become available for the particular activities in question on the basis of current funding and indications of possible donor support. Tables 19, 21 and 22 summarize the programme budget and are presented in parts five and six.

18. In view of the level of delivery achieved in recent years, UNDCP has demonstrated that it can deliver additional technical cooperation with its current support budget infrastructure, should additional funding become available. Therefore, each summary programme framework has also identified the volume of additional activities that could be implemented if more funding than currently anticipated should become available. Those amounts, however, have not been included in the budget and resource calculations contained in the present proposal.

19. The 2002-2003 budget for the policy support, legislation and advocacy thematic area will see a substantial decrease as compared to the revised 2000-2001 budget, while the elimination of illicit crops and suppression of illicit drug trafficking will register more modest declines. In contrast, the prevention and reduction of drug abuse (demand reduction) will see an increase of some $2 million as compared to the previous biennium, reflecting more balance between supply and demand reduction.

20. UNDCP programmes at the regional level are further consolidated under four main regions plus its activities at the global level. As shown in table 21, and in line with Commission guidelines, the budget for activities in the African region shows a major increase, of 117 per cent in volume terms. A further volume increase of 19 per cent is shown for the south Asia, east Asia and the Pacific region. That is mainly attributable to significant growth envisaged in the programme for the Lao People's Democratic Republic and in subregional cooperation. A decrease of 39 per cent in volume is expected in the regions of central and eastern Europe, west and central Asia, and the Near and Middle East, as a result of the scaling back of the main project in Tajikistan, pending completion of an independent evaluation mission. Similarly, the programme in Afghanistan is cut back because of the low prospects for programme implementation, which are likely to persist during 2002-2003. In the Latin America and the Caribbean region, an 11 per cent volume decrease is foreseen mainly because of constraints in funding alternative development projects in the Andean region. The most significant change, however, will take place in global programmes, which will register a significant decrease, being under 50 per cent of the budget for the previous biennium. That is the result of the efforts made to decentralize activities to the country level while maintaining at headquarters only those activities which, by their very nature, can more efficiently and effectively be done centrally.

21. In order to further increase the impact and interrelationship of its operational activities, UNDCP has reduced the number of projects from an average of 260 to 150. By December 2000, 110 projects that had started three to five years earlier were operationally completed. Since the start of 2001, projects have been grouped into 7 global, 14 regional and 10 national programmes ordered under the four thematic areas described above.

22. The UNDCP technical cooperation portfolio is being rationalized with more medium-sized projects of between $0.3 to $2 million introduced since 2001. Those projects are less dependent on international subcontracts and large equipment procurement where agency execution has a comparative advantage over UNDCP or

national execution done in association with UNDP field offices. Those changes in the portfolio are reflected in the executing modalities proposed for 2002-2003.

23. Increasingly, UNDCP programmes are developed in line with the applicable common country assessment and UNDAF. Whenever possible, synergy with the Centre for International Crime Prevention is created at the design stage. Global programmes are being redesigned to provide better technical support to regional and national programme frameworks, thus decentralizing resources as explained earlier. A number of new projects to be launched will be implemented in partnership with other organizations within the United Nations system such as the Joint United Nations Programme on HIV/AIDS (UNAIDS), the United Nations Children's Fund (UNICEF), the United Nations Development Programme (UNDP), the United Nations Population Fund (UNFPA), the World Food Programme (WFP), the International Labour Organization (ILO), the Food and Agriculture Organization of the United Nations (FAO) and the World Health Organization (WHO), as well as civil society.

E. Methodology

24. The budget of the Fund of UNDCP is presented in accordance with the harmonized budget model also used by UNICEF, UNDP and UNFPA. In addition to activities undertaken under the Fund of UNDCP, UNDCP also implements activities under the regular budget of the United Nations as outlined in the medium-term plan for the period 2002-2005 and in the proposed programme budget for the biennium 2002-2003 contained in document A/56/6 (Sect. 15). UNDCP forms part of ODCCP, together with the Centre for International Crime Prevention. The proposed organizational structure of UNDCP and the functions of the various offices are provided in annex IV, and a glossary of terminology used in the present document is contained in annex V.

25. In accordance with a request made during the first part of the forty-fourth session of the Commission, the initial budget for 2002-2003 is presented in a results-based budget format. Drawing on the experience gained at United Nations headquarters as well as other funds, programmes and agencies of the United Nations system, UNDCP has adjusted that budget technique to the requirements of the Fund of UNDCP. A more detailed overview on the budget presentation and on the methodology used is found in annex II.

26. The present document has been further streamlined as requested by the Advisory Committee and to make it easier for members of the Commission to use. Both the programme budget and the support budget are now contained in one integrated document. At the same time, supplemental programme information and data are contained in the addendum.

II. Draft resolution for adoption by the Commission on Narcotic Drugs

27. The following draft resolution, recommended to the Commission on Narcotic Drugs for adoption, summarizes the main issues contained in this report.

Final budget for 2000-2001 and initial budget for 2002-2003 for the Fund of the United Nations International Drug Control Programme

The Commission on Narcotic Drugs,

Bearing in mind the administrative and financial functions entrusted to it by the General Assembly in its resolution 46/185 C, section XVI, paragraph 2, of 20 December 1991,

Having considered the report of the Executive Director of the United Nations International Drug Control Programme containing the proposed final budget for 2000-2001 and proposed initial budget for 2002-2003 for the Fund of the United Nations International Drug Control Programme,[1]

Taking into consideration the report of the Advisory Committee on Administrative and Budgetary Questions relating to the proposed final budget for 2000-2001 and proposed initial budget for 2002-2003 for the Fund of the United Nations International Drug Control Programme,[2]

1. *Approves* an appropriation in the amount of $33,784,900 for the final 2000-2001 biennial support budget funded under the Fund of the United Nations International Drug Control Programme for the purposes indicated below:

	United States dollars
Programme support	
Country offices	18,651,800
Headquarters	6,212,300
Subtotal	24,864,100
Management and administration	8,920,800
Total appropriation	**33,784,900**

2. *Approves* an appropriation in the amount of $35,386,400 for the initial 2002-2003 biennial support budget funded under the Fund of the United Nations International Drug Control Programme for the purposes indicated below:

	United States dollars
Programme support	
Country offices	18,212,500
Headquarters	6,892,500
Subtotal	25,105,000
Management and administration	10,281,400
Total appropriation	**35,386,400**

3. *Authorizes* the Executive Director to redeploy resources between appropriation lines up to a maximum of 5 per cent of the appropriation to which the resources are redeployed;

4. *Endorses* the final resource allocation for programme activities in the amount of $117,356,100 for the biennium 2000-2001 funded under the Fund of the United Nations International Drug Control Programme as indicated below:

[1] E/CN.7/1999/17.
[2] E/CN.7/1999/20.

Item	General-purpose resources	Special-purpose resources
	(Thousands of United States dollars)	
By sector		
Policy support, legislation and advocacy	5 754.0	7 352.5
Prevention and reduction of drug abuse	1 839.3	31 201.6
Elimination of illicit crops	3 620.4	27 889.0
Suppression of illicit drug trafficking	6 147.8	33 551.4
Total	**17 361.6**	**99 994.5**
By region		
Global	5 809.9	11 153.4
Africa	500.9	5 118.1
Central and eastern Europe, west and central Asia and the Near and Middle East	5 930.7	21 744.7
South Asia, east Asia and the Pacific	1 312.0	16 798.7
Latin America and the Caribbean	3 808.1	45 179.7
Total	**17 361.6**	**99 994.5**

5. *Also endorses* the programme and budget strategy for the biennium 2002-2003;

6. *Also endorses* the initial resource allocation for programme activities in the amount of $130,011,600 for the biennium 2002-2003 funded under the Fund of the United Nations International Drug Control Programme as indicated below:

Item	General-purpose resources	Special-purpose resources
	(Thousands of United States dollars)	
By sector		
Policy support, legislation and advocacy	1 962.1	11 047.3
Prevention and reduction of drug abuse	944.3	40 284.4
Elimination of illicit crops	1 050.0	31 381.2
Suppression of illicit drug trafficking	3 008.5	40 333.8
Total	**6 964.9**	**123 046.7**
By region		
Global	2 611.7	7 777.3
Africa	576.0	14 112.2
Central and eastern Europe, west and central Asia and the Near and Middle East	906.2	21 206.1
South Asia, east Asia and the Pacific	854.3	25 172.1
Latin America and the Caribbean	2 016.7	54 779.0
Total	**6 964.9**	**123 046.7**

7. *Notes* that implementation of the budget and additional priority programmes is subject to the availability of funding.

Table 2

Resource plan, 2000-2001 and 2002-2003

(Thousands of United States dollars)

	Fund of UNDCP										*Regular budget*	
	2000-2001 revised estimates		*2000-2001 final estimates*				*2002-2003 initial estimates*				*2000-2001*	*2002-2003*
	Total		*General-*	*Special-*	*Total*		*General-*	*Special-*	*Total*			
Item	*Amount*	*%*	*purpose*	*purpose*	*Amount*	*%*	*purpose*	*purpose*	*Amount*	*%*	*Approved*	*Proposed*
I. Resources available												
Opening balance	67 272.0	31.8	20 866.6	46 405.4	67 272.0	33.9	8 686.8	34 858.7	43 545.5	24.2	--	--
Income	144 235.0	68.2	33 007.0	98 159.0	131 166.0	66.1	32 722.0	103 573.0	136 295.0	75.8	--	--
Total I	**211 507.0**	**100.0**	**53 873.6**	**144 564.4**	**198 438.0**	**100.0**	**41 408.8**	**138 431.7**	**179 840.5**	**100.0**	--	--
II. Use of resources												
Programme and programme support activities												
A. Programme	148 298.0	79.1	17 361.6	99 994.5	117 356.1	75.8	6 964.9	123 046.7	130 011.6	77.2	11 127.0	12 881.4
B. Programme support												
Field level	19 698.0	10.5	13 719.4	4 932.4	18 651.8	12.0	12 683.5	5 529.0	18 212.5	10.8	--	--
Headquarters	6 782.6	3.6	4 568.1	1 644.2	6 212.3	4.0	5 049.5	1 843.0	6 892.5	4.1	--	--
Agencies	4 052.9	2.2	616.9	3 134.6	3 751.5	2.4	169.5	2 824.0	2 993.5	1.8	--	--
Total, B	**30 533.5**	**16.3**	**18 904.4**	**9 711.2**	**28 615.6**	**18.5**	**17 902.5**	**10 196.0**	**28 098.5**	**16.7**	--	--
C. Management and administration	8 759.2	4.7	8 920.8	--	8 920.8	5.8	10 281.6	--	10 281.6	6.1	2 939.7	2 179.4
Total II	**187 590.7**	**100.0**	**45 186.8**	**109 705.7**	**154 892.5**	**100.0**	**35 149.0**	**133 242.7**	**168 391.7**	**100.0**	**14 066.7**	**15 060.8**
III. Reconciliation												
Total II. Use of resources	187 590.7	100.0	45 186.8	109 705.7	154 892.5	100.0	35 149.0	133 242.7	168 391.7	100.0	14 066.7	15 060.8
Less: Programmes	148 298.0	79.1	17 361.6	99 994.5	117 356.1	75.8	6 964.9	123 046.7	130 011.6	77.2	11 127.0	12 881.4
Agencies	4 052.9	2.2	616.9	3 134.6	3 751.5	2.4	169.5	2 824.0	2 993.5	1.8	--	--
Biennial support budget Total III	**35 239.8**	**18.8**	**27 208.3**	**6 576.6**	**33 784.9**	**21.8**	**28 014.6**	**7 372.0**	**35 386.6**	**21.0**	**2 939.7**	**2 179.4**

Part two

Financial situation of the Fund of the United Nations International Drug Control Programme

III. Overview

28. *Resource plan: financing and implementation.* As shown in the resource plan contained in table 2, total resources adequately cover planned requirements for 2002-2003. Given the voluntary nature of funding, it is not considered prudent to plan the full use of all resources likely to become available. Therefore, a margin of $11,448,800, or 8.2 per cent, of estimated income of $136,295,000 is not programmed, both as a measure of prudence and to enable the carrying forward of an adequate fund balance into the next biennium, as explained below. Furthermore, the impact of the resource plan on the financial situation during 2002-2003 should also be seen in terms of expenditure of around 80 per cent of the proposed programme budget and related agency support costs. In 2000-2001, a 79 per cent delivery rate against the programme budget is expected. That adjustment to the resource plan is reflected in the financial summary presented in table 3. Elaborated below are the overall financial trends and key aspects considered relevant from the data presented in that table.

29. *Income.* For 2002-2003, a small increase in total income of $5,129,000, or 3.9 per cent, is projected as compared to 2000-2001, attributable entirely to increased cost-sharing funds mainly for ongoing cost-sharing projects in Latin America. In 1998-1999, voluntary contributions peaked at $119,637,200 when funds pledged to complete large, capital-intensive, alternative development projects were received. Those contributions are expected to stabilize at their current level of about $70 million in the next biennium. General-purpose income, which was $33,579,380 in 1998-1999, is also expected to remain stable at $33 million in 2000-2001 and in 2002-2003. However, in order to maintain that level of general-purpose income in 2002-2003, voluntary contributions will need to increase by $2,601,000, or 10.3 per cent, to compensate for an expected decrease in interest income of $2,833,000 in 2002-2003, as compared to 2000-2001, due to a lower general-purpose fund balance. The proportion of earmarked funds is expected to be about 75 per cent of total income for both 2000-2001 and 2002-2003. A more detailed analysis of income is presented below.

30. *Expenditure.* For 2002-2003, programme expenditures are estimated to decrease by $13,346,800, or 11.4 per cent, as compared to 2000-2001, based on an 80 per cent estimated implementation of the programme budget. As explained under part six, the programme budget for 2002-2003 has been developed by assessing the portfolio of projects comprising the proposed programme budget in terms of both operational priorities and funding prospects. Based on that assessment, some $20 million of priority project proposals have not been included in the proposed programme budget for 2002-2003 because of the higher element of risk surrounding their funding prospects. Should funding become available for such priority projects, programme delivery could be maintained at the current satisfactory level of around $117-120 million with no increase required to the current infrastructure. Thus, the

support budget, which funds the infrastructure of UNDCP, will be maintained at $35.4 million. As explained in part four, the proposed support budget for 2002-2003 shows a volume decrease of $0.3 million as compared to 2000-2001, reflecting savings envisaged through efficiencies and cost control. In total, projected expenditure for 2002-2003 will decrease by 8.5 per cent, as compared to 2000-2001, to bring it more in line with the projected 9.4 per cent decrease in total funding in the same period.

31. *General-purpose funds*. In compliance with directions from the Commission, the large general-purpose fund balance of previous years has now been reduced to around $8.7 million. It is considered necessary to maintain a minimum level of $7 million to $8 million in the general-purpose fund balance in order to ensure adequate cash flow in the first half of each year before new contributions are received. In order to maintain that minimum level and to ensure full funding of the support budget within income expectations, general-purpose expenditure on programme activities, including ongoing commitments, is proposed to be reduced from $17.4 million in 2000-2001 to $5.6 million in 2002-2003. As recommended by the Advisory Committee, those limited resources will be utilized towards funding a core programme based on guidelines to be considered by the Commission on the use of the resources. Such guidelines were before the Commission for consideration during the first part of at its forty-fourth session.

32. *Fund balances*. Fund balances consist of funds already secured for future and ongoing activities because of the need to fund an average project life cycle of three to five years, as well as the unspent portion of the current budget that is reprogrammed to the next financial period. By definition, the special-purpose fund balance is completely committed to ongoing programme activities through donor earmarking. As explained above, the general-purpose fund balance also needs to be maintained at a minimum level. Therefore, the balances do not represent free funds, but are essential for maintaining the necessary cash flow in the absence of a capital base and the purely voluntary nature of funding. Fund balances are being reduced in a controlled manner with average balances of $55 million in 2000-2001, representing 42 per cent of income, being stabilized at around $40 million in the next biennium and representing 30 per cent of projected income.

33. *Operational reserve*. The operational reserve has been approved by the Commission at a level of $12 million to cover contingencies such as staff separation costs, estimated at $8.7 million, and unforeseen shortfalls, uneven cash flows, unplanned costs and other final contingencies, estimated at $3.3 million.

34. *Overall assessment*. As shown in the resource plan, the proposed budget for 2002-2003 will be implemented by a more carefully planned use of resources, in particular general-purpose resources, within income targets. The ratio of programme to support will be maintained at around 77:23, as compared to a ratio of 72:28 in 1998-1999. That ratio could be further improved, with the same support infrastructure, to around 80:20, should resource mobilization efforts succeed in raising additional income to implement the reserve of $20 million for the priority projects pipeline. The proposed budget for 2002-2003 therefore presents a financial plan that would allow the operational reserve to be maintained at the level of $12,000,000, ensuring the financial viability and integrity of the Fund of UNDCP. An overview of UNDCP financial trends from 1992 to 2003 is presented in tables 4 and 5.

Table 3

Financial summary, 1998-1999, 2000-2001 and 2002-2003

(Thousands of United States dollars)

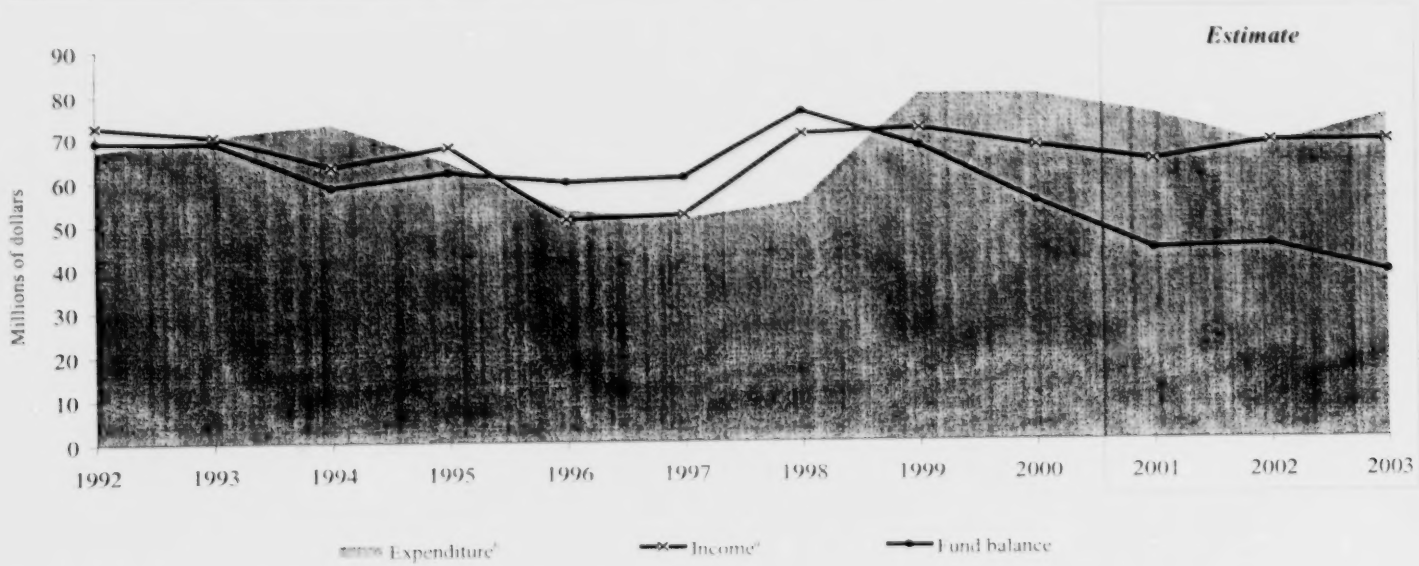
Item	1998-1999	2000-2001			2002-2003			Increase/(Decrease) 2002-2003/2000-2001					
								General-purpose		Special-purpose		Total	
	Total	General-purpose amount	Special-purpose amount	Total	General-purpose amount	Special-purpose amount	Total	Amount	%	Amount	%	Amount	%
I. Funding													
A Fund balances as at 1 January	60 476.4	20 866.6	46 405.4	67 272.0	8 686.8	34 858.7	43 545.5	(12 179.8)	(58.4)	(11 546.7)	(24.9)	(23 726.5)	(35.3)
B. Income													
Contributions	119 637.2	25 321.0	68 789.0	94 110.0	27 922.0	70 442.0	98 364.0	2 601.0	10.3	1 653.0	2.4	4 254.0	4.5
Cost-sharing	11 123.3	--	26 165.0	26 165.0	--	29 931.0	29 931.0	--	--	3 766.0	14.4	3 766.0	14.4
Public donations	1 913.2	--	958.0	958.0	--	1 200.0	1 200.0	--	--	242.0	25.3	242.0	25.3
Interest	9 072.0	7 086.0	2 247.0	9 333.0	4 500.0	2 000.0	6 500.0	(2 586.0)	(36.5)	(247.0)	(11.0)	(2 833.0)	(30.4)
Miscellaneous	145.6	600.0	--	600.0	300.0	--	300.0	(300.0)	(50.0)	--	--	(300.0)	(50.0)
Total, B	**141 891.3**	**33 007.0**	**98 159.0**	**131 166.0**	**32 722.0**	**103 573.0**	**136 295.0**	**(285.0)**	**(0.9)**	**5 414.0**	**5.5**	**5 129.0**	**3.9**
Total I	**202 367.7**	**53 873.6**	**144 564.4**	**198 438.0**	**41 408.8**	**138 431.7**	**179 840.5**	**(12 464.8)**	**(23.1)**	**(6 132.7)**	**(4.2)**	**(18 597.5)**	**(9.4)**
II. Expenditure													
Programmes	97 300.5	17 361.6	99 994.5	117 356.1	5 571.9	98 437.4	104 009.3	(11 789.7)	(67.9)	(1 557.1)	(1.6)	(13 346.8)	(11.4)
Agencies	4 054.9	616.9	3 134.6	3 751.5	135.6	2 255.9	2 391.5	(481.3)	(78.0)	(878.7)	(28.0)	(1 360.0)	(36.3)
Biennial support budget	35 162.7	27 208.3	6 576.6	33 784.9	28 014.6	7 372.0	35 386.6	806.3	3.0	795.4	12.1	1 601.7	4.7
Prior year adjustments	(1 422.4)	--	--	--	--	--	--	--	--	--	--	--	--
Total II	**135 095.7**	**45 186.8**	**109 705.7**	**154 892.5**	**33 722.1**	**108 065.3**	**141 787.4**	**(11 464.7)**	**(25.4)**	**(1 640.4)**	**(1.5)**	**(13 105.1)**	**(8.5)**
III. Fund balances as at 31 December (I–II)	**67 272.0**	**8 686.8**	**34 858.7**	**43 545.5**	**7 686.7**	**30 366.4**	**38 053.1**	**(1 000.1)**	**(11.5)**	**(4 492.3)**	**(12.9)**	**(5 492.4)**	**(12.6)**
IV. Operational reserve	**12 000.0**	**12 000.0**	**--**	**12 000.0**	**12 000.0**	**--**	**12 000.0**	--	--	--	--	--	--

Table 4

Fund of UNDCP: income, expenditure and fund balance, 1992-2003

(Millions of United States dollars)

Item	*1992*	*1993*	*1994*	*1995*	*1996*	*1997*	*1998*	*1999*	*2000*	*2001*	*2002*	*2003*
Income[a]												
Special-purpose	52.3	35.8	44.1	49.1	31.3	34.8	53.2	55.1	49.2	49.0	52.4	51.2
General-purpose	20.2	34.3	19.0	18.3	19.7	17.2	17.1	16.5	18.1	14.9	15.7	17.0
Total	**72.5**	**70.1**	**63.1**	**67.4**	**51.0**	**52.0**	**70.3**	**71.6**	**67.3**	**63.9**	**68.1**	**68.2**
Expenditure[b]	66.9	70.4	73.2	64.1	53.2	51.1	55.1	80.0	79.8	75.1	67.3	74.5
Fund balance	68.9	68.6	58.5	61.8	59.6	60.5	75.7	67.3	54.8	43.6	44.4	38.1



[a] Adjusted for refunds to donors.

[b] Including adjustments for prior-year expenditures/obligations and provisions for unspent allocations.

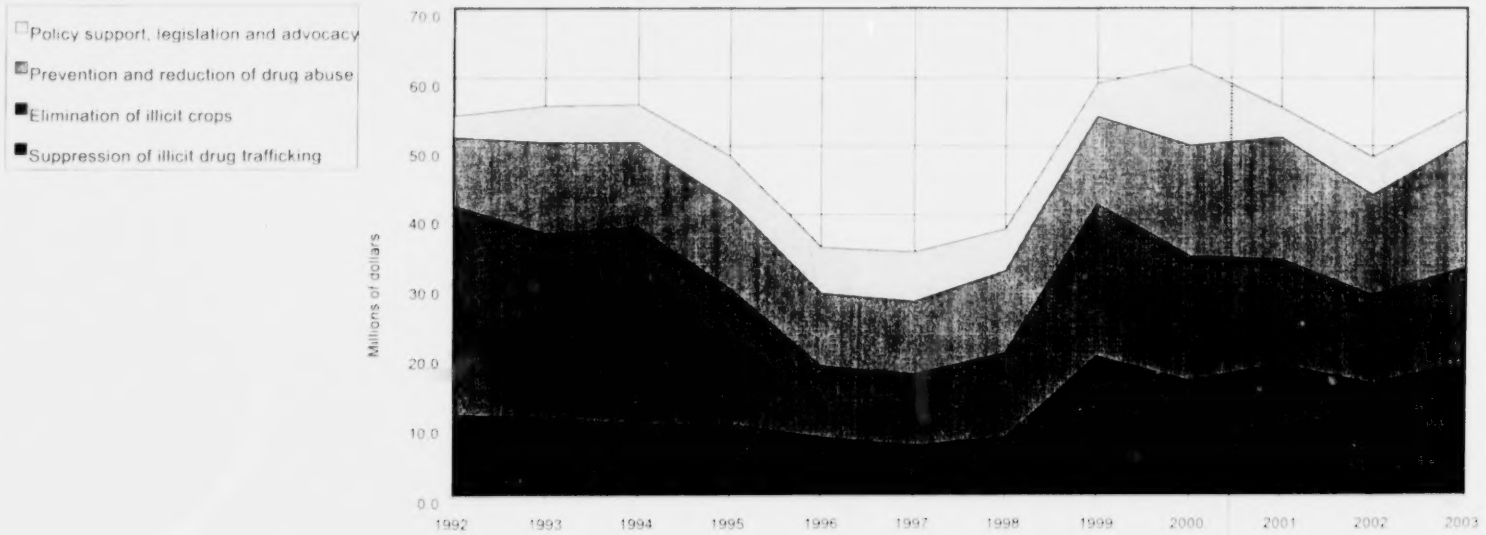
Table 5

Fund of UNDCP: programme expenditure by thematic area, 1992-2003

(Millions of United States dollars)

Thematic area	*1992*	*1993*	*1994*	*1995*	*1996*	*1997*	*1998*	*1999*	*2000*	*2001*	*2002*	*2003*
Policy support, legislation and advocacy	3.3	5.4	5.6	6.8	6.7	7.2	6.1	5.0	11.6	4.3	5.6	4.8
Prevention and reduction of drug abuse	10.0	13.2	12.2	12.7	10.3	10.4	11.6	12.8	16.2	17.8	14.5	18.4
Elimination of illicit crops	30.0	26.1	28.3	19.4	10.3	10.3	12.2	21.8	17.8	14.9	12.6	13.4
Suppression of illicit drug trafficking	11.3	11.2	10.0	9.9	8.1	6.8	8.1	19.7	16.2	18.6	15.8	18.9
Total	**54.6**	**55.9**	**56.1**	**48.8**	**35.4**	**34.7**	**38.0**	**59.3**	**61.8**	**55.6**	**48.5**	**55.5**

Estimate



IV. Income

35. Total income trends have been referred to above. As of 31 August 2001, 92 per cent of the estimated income for 2000-2001 had been received or pledged, including 100 per cent for 2000. For 2002-2003, the resource plan shows that, at the start of the biennium, about 25 per cent of total resources will already be available from the fund balances carried forward into the next biennium.

36. *Voluntary contributions*. Voluntary contributions are classified into general- and special-purpose categories. General-purpose contributions are not earmarked for a specific purpose or project. They are used to fund the approved biennial support budget as well as those programme activities not funded by special-purpose contributions. Special-purpose contributions are earmarked for specific programmes, projects or purposes within broader thematic areas and regions.

37. Data on the number and proportion of countries providing voluntary contributions are given in table A.1. For 2002-2003, contributions are conservatively estimated to increase by 4 to 5 per cent over the current level of $94.1 million. The actual contribution of income for 2000 was $47.3 million, with $46.8 million expected in 2001. Gradual increases are forecast, reaching $48.4 million in 2002 and $50 million in 2003, for the reasons given below.

38. The estimates for 2002-2003 are based on indications from a number of donors and after taking into account the recent history of contributions for each donor in terms of size, regularity of payment and existing financing agreements. Many donors, however, were not in a position, prior to the end of the budgetary exercise for their own fiscal year, to provide details on their financial contributions for 2002. Added to that constraint is the diversity of sources of voluntary contributions from an individual donor country, which very often encompass funding from different ministerial departments and offices, including foreign affairs, overseas development aid and ministries of health, social welfare and the interior.

39. *General-purpose contributions*. For 2000, $14 million of actual general-purpose contributions were received. For 2001, the contributions are expected to drop to $11.3 million. In order to restore and increase the level of these vital contributions, the following measures are being initiated. First, guidelines on the use of general-purpose funds are presented to the Commission in order to enhance reporting on their use as well as confirm a sense of greater ownership by Member States. Secondly, efforts to further widen the donor base called for by the Commission will be pursued, especially through informal meetings between donor and recipient countries and by promoting regular dialogue between Member States and UNDCP on the planning and execution of its programme. Thirdly, new contributions will be targeted from forfeited assets seized by Member States. One additional donor country has already passed a law in that respect, the implementation of which within the coming year could result in additional contributions to ODCCP. That should facilitate a gradual increase in general-purpose contributions projected at $13 million for 2002 and at $15 million for 2003.

40. *Special-purpose contributions*. For 2000, $33.3 million of actual special-purpose contributions were received, with a further $35.5 million expected for 2001 based on actual receipts and confirmed pledges. For 2002 and 2003, projections are conservatively made at around $35 million each year, with greater earmarking

towards demand reduction at the thematic level and towards Africa and the Lao People's Democratic Republic at the regional and national levels.

41. *Cost-sharing contributions*. For 2000, $14 million of actual cost-sharing contributions were received, with $12.1 million expected in 2001. Based on firm pledges to ongoing projects, those contributions are projected at $15.3 million for 2002 and at $14.6 million for 2003. The considerable increase in cost-sharing contributions over the last few years is the result of arrangements worked out in connection with loans taken by the Governments concerned from multilateral lending institutions. A portion of the borrowed funds is then to be provided to UNDCP by contributing Governments for specific drug control projects in those countries. Additional initiatives involving bilateral soft loans and similar cost-sharing arrangements with other United Nations agencies are also successfully being pursued. The Government of Brazil contributed $9,581,000 for 1998-1999, and is expected to contribute $21 million in 2000-2001 and a further $24 million in 2002-2003 under project agreements already signed with UNDCP. The largest of these is a four-year contribution of $30,000,000 pledged towards a drug abuse and AIDS prevention programme starting in 1999 as a follow-up to a programme completed in 1998. The other significant cost-sharing element from Brazil is a five-year contribution of $15,775,000 pledged towards a law enforcement programme that started in 1998. Under UNDCP business plans for the Andean region, cost-sharing contributions for 2000-2001 are anticipated from the Governments of Bolivia ($1.8 million in 2000-2001 and $0.4 million in 2002-2003) and Colombia ($1.1 million in 2000-2001 and $0.5 million in 2002-2003). The Libyan Arab Jamahiriya has pledged $2.5 million in 2002-2003 to fund a multi-sectoral drug control assistance project in that country. UNDCP has entered into various agreements with UNAIDS to fund project activities in the area of HIV/AIDS and drug control. UNAIDS is contributing $2 million in 2000-2001 under current letters of agreement and $2.4 million are expected in 2002-2003 under further agreements. Further details of project components in the plans being funded from cost-sharing contributions are provided in addendum 1 containing the programme narratives. Cost-sharing income estimates are based on 80 per cent of the relevant project budget being funded by the Government as a contribution tied to expenditure plans.

42. *Public donations*. Public donations of $1 million are expected for 2000-2001, reflecting a decrease of 47.7 per cent, compared to an actual amount of $1,913,200 for 1998-1999. The decrease reflects mainly the receipt of a special one-time private sector donation from Brazil in 1998-1999. Most of the donations in 2002-2003, estimated at $1.2 million, will continue to come from the Drug Abuse Prevention Centre (DAPC), a Japanese non-governmental organization. In addition to providing substantial financial support to UNDCP, the annual DAPC campaigns also increase public awareness in Japan of the dangers of drug abuse.

43. *Interest income*. Interest income is received from temporary surpluses and operating reserves invested by the Treasury of the United Nations, taking into account the cash-flow requirements of UNDCP. Those temporary surpluses and reserves are pooled with other United Nations funds and invested by the Treasury of the United Nations, which apportions interest income to contributing agencies on the basis of the share of their investment. Interest derived from special-purpose contributions is identified separately for the fund balance of each contribution. In the event that donor funding arrangements stipulate that the interest should be

credited to a project or any surplus be returned to the donor, the income is classified as special-purpose interest. Whenever such income is available to UNDCP without restriction, the income is shown as general-purpose interest.

44. Total interest earnings in 1998-1999 were $9,072,000 on an average investment of $85,361,250 in call accounts and short-term deposits, reflecting a return of 5.3 per cent per annum. For 2000-2001, interest income will increase to $9.3 million on an average investment of $75 million reflecting a 6.2 per cent rate of return. The better rate of return is largely the result of the system of pooling United Nations assets for investment and more efficient Treasury operations and cash management. For 2002-2003, interest income is projected at $6.5 million on an average investment of $54 million at an estimated rate of return of around 6 per cent. The projected annual investments are calculated from a cash-flow projection based on the financial data contained in table 3.

45. *Miscellaneous income*. Refunds of expenditure charged to prior financial periods, net gains on exchange and proceeds from the sale of surplus property are credited to miscellaneous income in accordance with the Financial Rules of the United Nations. In 2000-2001, income of $0.6 million is mainly expected from expenditure refunds from prior periods. An estimate of $0.3 million has been made for 2000-2001.

V. Programme support charges

46. Programme support charges are estimated at $12,834,100 for 2002-2003, as shown in table A.3. However, in line with expenditure estimates shown in table 3, those charges are reduced to 80 per cent, or $10,267,280, with $2,391,440 going to executing agencies as their share; with $7,372,000 earned by UNDCP in projects funded by special-purpose income and utilized to finance programme support; and with the balance of $503,840 being returned to the general-purpose fund as the same amounts are charged to it through projects. Programme support charges for 2000-2001 are expected at $11,782,900, reflecting higher programme delivery achieved in this biennium (table A.2). Programme support charges are levied on project expenditures to secure the funding for technical and administrative backstopping. As of 1 January 1997, UNDCP applies a standard rate of 13 per cent for programme support charges, shared, as appropriate, between UNDCP and partner agencies. For national execution, a charge of 5 per cent applies.

47. As shown in table A.3, and as compared with programme expenditure, including national execution, the overall programme support rate for 2002-2003 is estimated at 9.9 per cent, with 7.6 per cent retained by UNDCP and 2.3 per cent provided to associated agencies. That compares to an overall rate of 10 per cent charged in 2000-2001, with 6.8 per cent retained by UNDCP and 3.2 per cent provided to associate agencies. UNDCP will retain more programme support in 2002-2003 because its technical cooperation portfolio has been rationalized and more medium-sized projects ($0.3 million to $2.0 million) have been introduced since 2001. Those projects are less dependent upon international subcontracts and large equipment procurement where agency execution has a comparative advantage over UNDCP or national execution done in association with UNDP field offices.

48. As shown in table 3, $7,372,000, or 20.8 per cent of the biennial support budget for 2002-2003, is planned to be financed from special-purpose funds representing programme support charges earned by UNDCP. While that would be a slight improvement over the 19.5 per cent used to finance the support budget for 2000-2001, it still leaves the support budget heavily dependent on general-purpose resources. In line with the recommendation of the Advisory Committee, contained in paragraph 25 of its last report (E/CN.7/1999/20), a proposal was made to the Commission at its forty-third session to authorize charging up to 13 per cent in programme support charges on all UNDCP projects irrespective of execution modality, subject to agreement between donor and recipient countries on the merits of each case. The issue was revisited by the Commission at its forty-fourth session, in March 2001, during which it was decided to continue current arrangements until a more comprehensive review of arrangements across the United Nations system can be factored into any changes the Commission may agree on. Pending a decision by the Commission, the proposed resource plan (table 2) assumes the application of current rates, with the estimated amount of $7,372,000 for 2002-2003 being distributed as follows: $5,529,000, or 75 per cent, will be used for field offices; and $1,843,000, or 25 per cent, will fund support activities at headquarters.

Part three

Final biennial support budget for the biennium 2000-2001

VI. Overview

49. The final support budget for 2000-2001 amounts to $33,784,900.

50. Volume changes result in an increase of $1,077,000 and are introduced as follows:

(a) Country level programme support: increase of $700,500;

(b) Headquarters programme support: increase of $216,900;

(c) Headquarters management and administration: increase of $159,600.

51. Cost changes result in a decrease of $2,531,900 as follows:

(a) Country level programme support: decrease of $1,746,700;

(b) Headquarters programme support: decrease of $787,200;

(c) Headquarters management and administration: increase of $2,000.

VII. Programme support

A. Country offices (budget: $18,651,800)

52. *Volume changes*. Total volume changes result in an increase of $700,500. At the country level, a Programme Management Officer post at the P-4 level was transferred from the Regional Office for Southern Africa to the Country Office in Nigeria in 2001, in order to initiate the implementation of the initial phase of the comprehensive multi-year programme based on the Nigerian master plan. That transfer became possible since, in line with the OIOS recommendation contained in its report AE 2000/30/1, the responsibility for the east Africa region was again transferred to the Country Office in Kenya. Increases in volume are registered for travel ($130,700), general operating expenses ($382,800), equipment ($121,700) and reimbursement for services to UNDP field offices ($92,700). A decrease of $30,700 is recorded for supplies and materials.

53. The increase of $130,700 for travel is largely related to advocacy services, the preparation of new programmes and the expanded requirement for monitoring of programmes and projects, in particular in the Lao People's Democratic Republic, Mexico, Peru, the Russian Federation, Thailand and Uzbekistan. The particularly high increase in the Lao People's Democratic Republic is related to a major fund-raising mission organized by the Country Office, which included participation of government officials at the ministerial level and headquarters staff. With regard to general operating expenses (increase of $382,700), increases are mostly due to a general escalation of rental and communication costs in excess of anticipated inflation. The Offices in Barbados and Senegal relocated to new premises, which

involved renovation and installation costs. The Country Office in Uzbekistan undertook renovations in its current premises. For the Regional Office for the Russian Federation and Belarus in Moscow, operational costs and the purchase of equipment incurred during the biennium 1998-1999 were only recorded by UNDP as a charge to UNDCP in 2001. That corresponds to an increase of approximately $264,000.

54. The increase for equipment ($121,700) is related to unforeseen upgrading of computer systems and the purchase of security equipment, as well as the purchase of a new office car for the Country Office in the Lao People's Democratic Republic. The charges for purchase of equipment related to the opening of the Regional Office in the Russian Federation during 1998-1999, corresponding to $82,000, were only made by UNDP in 2001.

55. Concerning reimbursement for services to UNDP field offices ($92,700), and although the Programme was aware of the decision by the UNDP Governing Council to authorize local field offices to request reimbursement for administrative services with effect from 2001, the negotiations on the level of reimbursement between the individual UNDCP field offices and UNDP offices had not yet all taken place at the time of preparation of the revised budget. Some increases are now shown in the final budget 2000-2001, as some offices have agreed to the reimbursement. Those offices are in Afghanistan ($15,000), Barbados ($20,000), Bolivia ($9,000), Egypt ($3,100), the Islamic Republic of Iran ($10,000), South Africa ($1,100), Thailand ($16,800), Uzbekistan ($8,700) and Viet Nam ($24,000). In other offices, reimbursement for services made directly to projects are absorbed in the programme budget.

56. *Cost changes*. Cost changes result in a net decrease of $1,746,700, including a decrease of $1,547,300 caused by lower salary costs. Decreases relating to inflation ($113,600) and to exchange rate fluctuation ($85,800) are shown for travel ($17,800), general operating expenses ($150,900), supplies and materials ($24,600) and equipment ($6,000), and were generated by favourable exchange rate fluctuations during the biennium and generally lower than anticipated inflation rates.

B. Headquarters

57. *Volume changes*. At the headquarters level, the Programme Management Officer post at the P-4 level was reclassified, at the P-5 level, to Senior Programme Manager of the South Asia, East Asia and the Pacific Programme in the Operations Branch, in order to ensure an adequate level of management for a region with a growing programme volume, requiring direction and support at a more senior level at headquarters. The resulting volume increase amounts to $16,700. A volume increase of $900,700 for the other components is proposed as noted below.

Table 6

Summary support budget estimates by appropriation line and location, 2000-2001 and 2002-2003

(Thousands of United States dollars)

	Regular Budget		*Fund of UNDCP*													
	2000-2001	*2002-2003*	*2000-2001*		*Changes*				*2000-2001*		*Changes*				*2002-2003*	
Item	*Approved appropriations*	*Proposed estimates*	*Approved revised appropriations*	*% of total*	*Cost Inc/(dec)*	*%*	*Volume Inc/(dec)*	*%*	*Proposed final estimates*	*% of total*	*Volume Inc/(dec)*	*%*	*Cost Inc/(dec)*	*%*	*Proposed initial estimates*	*% of total*
By appropriation line																
Programme support																
Field level	--	--	19 698.0	55.9	(1 746.7)	(8.8)	700.5	3.5	18 651.8	55.2	(1 614.9)	(8.6)	1 175.6	6.3	18 212.5	51.4
Headquarters	--	--	6 782.6	19.2	(787.2)	(11.6)	216.9	3.2	6 212.3	18.3	369.2	5.9	311.0	5.0	6 892.5	19.4
Management and administration	2 939.7	2 179.4	8 759.2	24.8	2.0	0.0	159.6	1.8	8 920.8	26.4	953.2	10.6	407.4	4.5	10 281.4	29.0
Total	**2 939.7**	**2 179.4**	**35 239.8**	**100.0**	**(2 531.9)**	**(7.1)**	**1 077.0**	**3.0**	**33 784.9**	**100.0**	**(292.5)**	**(0.8)**	**1 894.0**	**5.6**	**35 386.4**	**100.0**
By location																
Field level	--	--	19 698.0	55.9	(1 746.7)	(8.8)	700.5	3.5	18 651.8	55.2	(1 614.9)	(8.6)	1 175.6	6.3	18 212.5	51.4
Headquarters	2 939.7	2 179.4	15 541.8	44.1	(785.2)	(5.0)	376.5	2.4	15 133.1	44.7	1 322.4	8.7	718.4	4.7	17 173.9	48.5
Total	**2 939.7**	**2 179.4**	**35 239.8**	**100.0**	**(2 531.9)**	**(7.1)**	**1 077.0**	**3.0**	**33 784.9**	**100.0**	**(292.5)**	**(0.8)**	**1 894.0**	**5.6**	**35 386.4**	**100.0**

Table 7

Summary of support posts by appropriation line and location, 2000-2001 and 2002-2003

	Regular budget			*Fund of UNDCP*															
	2000-2001 Approved			*2000-2001 Approved*						*Changes (increase/decrease)*					*2002-2003 Proposed*					
Item	*Prof.*	*GS*	*Total*	*Prof.*	*NPO*	*GS*	*LL*	*Total*	*% of total*	*Prof.*	*NPO*	*GS*	*LL*	*Total*	*Prof.*	*NPO*	*GS*	*LL*	*Total*	*% of total*
By appropriation line																				
Programme support																				
Field level	--	--	--	32	24	--	65	121	59.6	(2)	--	--	(6)	(8)	30	24	--	59	113	55.6
Headquarters	--	--	--	20	--	16	--	37	17.7	3	--	2	--	5	23	--	18	--	41	20.2
Management and administration	12	2	14	20	--	26	--	46	22.6	2	--	1	--	3	22	--	27	--	49	24.1
Total	**12**	**2**	**14**	**72**	**24**	**42**	**65**	**203**	**100**	**3**	**--**	**3**	**(6)**	**--**	**75**	**24**	**45**	**59**	**203**	**100**
By location																				
Field level	--	--	--	32	24	--	65	121	59.6	(2)	--	--	(6)	(8)	30	24	--	59	113	55.6
Headquarters	12	2	14	40	--	42	--	82	40.3	5	--	3	--	8	45	--	45	--	90	44.3
Total	**12**	**2**	**14**	**72**	**24**	**42**	**65**	**203**	**100**	**3**	**--**	**3**	**(6)**	**--**	**75**	**24**	**45**	**59**	**203**	**100**

Note: Local level (LL); National Programme Officer (NPO).

58. Small increases are recorded for temporary assistance ($1,900), consultants ($300), overtime ($1,700), hospitality ($500) and supplies and materials ($3,600). The large increase of $192,600 for miscellaneous services is related to the introduction of the workstation support fee for 2000-2001, initiated by UNOV in 2001, and for which no budgetary provision could be anticipated in the revised support budget since the level of reimbursement was not yet decided upon.

59. The implementation of the Programme and Financial Management Information system (ProFi) necessitated the purchase of a dedicated server and other equipment as well as related software. The total increase related to that purchase under the headquarters support budget amounts to $42,700. Savings of $23,800 are reported for contractual services since part of the foreseen contracts are henceforth included in the workstation support fee. The same is true for the component rental and maintenance of furniture and equipment where a saving of $20,100 is reported. Finally, savings of $13,200 were achieved in communications costs through increased use of the electronic mail facility instead of telephone or fax.

60. *Cost changes*. Cost changes result in a net decrease of $787,200, including decreases related to lower standard salary costs for Vienna ($748,900) and decreases for inflation ($125,200) and $26,700 caused by a favourable movement of the exchange rate for headquarters.

VIII. Management and administration

61. *Volume changes*. No change is submitted under the staffing component. A net increase of $159,600 for the other components is included.

62. Small increases are recorded for temporary assistance ($1,500), overtime ($3,200), hospitality ($800) and supplies and materials ($3,500). The large increase of $149,800 for miscellaneous services is related to the introduction of the workstation support fee for 2000-2001, initiated by UNOV in 2001 and for which no budgetary provision could be anticipated in the revised support budget since the level of reimbursement was not yet decided upon. The total increase related to the purchase of a dedicated server and other equipment mentioned in paragraph 58 above, under the management and administration part of the support budget, amounts to $29,700. With regard to rental of space, an increase of $16,700 is registered, mainly due to the enlarged seminar of representatives held in 2001, attended by an increased number of UNDCP staff as well as by staff of UNOV, to discuss emerging matters relating to the UNDCP reorganization process, the delegation of authority and the setting of programmatic priorities. For that meeting, larger conference facilities than anticipated were needed.

63. In addition to the reimbursement of $373,000 for audit activities, OIOS carried out an oversight visit at UNDCP headquarters at the beginning of 2001. The costs of the visit were $25,000. No change was made to the reimbursement for administrative services to UNOV, which remained at $1 million for the biennium. For consultants, the need for outside expertise was reviewed, resulting in a volume decrease of $67,900. Through a systematic evaluation of travel needs and by combining, wherever possible, trips to the same region, savings of $23,700 were realized in staff travel costs.

64. Savings are reported for contractual services ($19,800), since a part of the foreseen contracts are henceforth included in the workstation support fee. The same is true for component rental and maintenance of furniture and equipment, where a saving of $14,600 is reported. Finally, savings of $8,900 were achieved in communication costs through increased use of the electronic mail facility instead of telephone or fax.

65. *Cost changes*. Cost changes result in a net increase of $2,000.

Table 8

Summary support budget estimates by object of expenditure, 2000-2001 and 2002-2003

(Thousands of United States dollars)

	Regular budget		*Fund of UNDCP*													
	2000-2001	*2002-2003*	*2000-2001*		*Changes*				*2000-2001*		*Changes*				*2002-2003*	
Item	*Approved appropriations*	*Proposed estimates*	*Approved revised appropriations*	*% of total*	*Cost Inc/(dec)*	*%*	*Volume Inc/(dec)*	*%*	*Proposed final estimates*	*% of Total*	*Volume Inc/(dec)*	*%*	*Cost Inc/(dec)*	*%*	*Proposed initial estimates*	*% of total*
Posts	2 224.5	1 451.6	26 183.8	74.3	(2 180.8)	(8.3)	29.5	0.1	24 032.5	71.1	348.2	1.4	1 214.7	5.0	25 595.4	72.3
Other staff costs	356.7	355.7	274.3	0.7	(14.7)	(5.3)	8.3	3.0	267.9	0.7	33.2	12.3	2.9	1.0	304.0	0.8
Consultants	130.7	81.1	205.2	0.5	(2.0)	(0.9)	(67.6)	(32.9)	135.6	0.4	29.0	21.3	5.4	3.9	170.0	0.4
Travel	135.7	138.7	1 402.0	3.9	(43.9)	(3.1)	121.0	8.6	1 479.1	4.3	(73.9)	(5.0)	94.5	6.3	1 499.7	4.2
Contractual services	89.9	150.2	130.3	0.3	(4.1)	(3.1)	(43.6)	(33.4)	82.6	0.2	581.7	704.2	14.9	18.0	679.2	1.9
General operating expenses	--	--	3 674.4	10.4	(169.3)	(4.6)	687.4	18.7	4 192.5	12.4	(1 207.3)	(28.8)	398.5	9.5	3 383.7	9.5
Supplies and materials	--	--	616.5	1.7	(31.7)	(5.1)	(23.6)	(3.8)	561.2	1.6	(71.4)	(12.7)	74.5	13.2	564.3	1.5
Equipment	--	--	969.8	2.7	(21.1)	(2.1)	194.1	20.0	1 142.8	3.3	(444.4)	(38.8)	42.0	3.6	740.4	2.0
Other expenditures	2.2	2.1	1 783.5	5.0	(64.3)	(3.6)	171.5	9.6	1 890.7	5.6	512.4	27.1	46.6	2.4	2 449.7	6.9
Total	**2 939.7**	**2 179.4**	**35 239.8**	**100.0**	**(2 531.9)**	**(7.1)**	**1 077.0**	**3.0**	**33 784.9**	**100.0**	**(292.5)**	**(0.8)**	**1 894.0**	**5.6**	**35 386.4**	**100.0**

Table 9

Detailed support budget estimates by organizational unit within appropriation line, 2000-2001

(Thousands of United States dollars)

Item	*Regular budget* 2000-2001 Approved appropriations	*Fund of UNDCP* 2000-2001 Approved revised appropriations	% of total	Changes Cost Inc/(dec)	Cost %	Volume Inc/(dec)	Volume %	2000-2001 Proposed final estimates	% of total
A. Programme support									
1. Field level									
Africa	--	3 217.4	9.1	10.7	0.3	113.1	3.5	3 341.2	9.8
Central and eastern Europe, west and central Asia, Near and Middle East	--	5 278.6	14.9	(930.0)	(17.6)	372.7	7.0	4 721.3	13.9
South Asia, east Asia and the Pacific	--	5 403.1	15.3	(606.1)	(11.2)	32.4	0.6	4 829.4	14.2
Latin America and the Caribbean	--	5 798.9	16.4	(221.3)	(3.8)	182.3	3.1	5 759.9	17.0
Total 1	**--**	**19 698.0**	**55.9**	**(1 746.7)**	**(8.8)**	**700.5**	**3.5**	**18 651.8**	**55.2**
2. Headquarters									
Director, Division for Operations and Analysis	--	984.8	2.7	(61.4)	(6.2)	15.4	1.5	938.8	2.7
Technical Services Branch/DOA	--	1 663.5	4.7	(499.1)	(30.0)	52.3	3.1	1 216.7	3.6
Operations Branch/DOA	--	4 134.3	11.7	(226.7)	(5.4)	149.2	3.6	4 056.8	12.0
Planning and Evaluation Unit/DER	--	--	--	--	--	--	--	--	--
Total 2	**--**	**6 782.6**	**19.2**	**(787.2)**	**(11.6)**	**216.9**	**3.2**	**6 212.3**	**18.3**
Total, A	**--**	**26 480.6**	**75.1**	**(2 533.9)**	**(9.5)**	**917.4**	**3.4**	**24 864.1**	**73.6**
B. Management and administration									
Office of the Executive Director	1 114.4	1 385.0	3.9	(34.6)	(2.5)	(54.5)	(3.9)	1 295.9	3.8
Director, Division for External Relations	--	--	--	--	--	--	--	--	--
New York Liaison Office/DER	--	1 029.0	2.9	48.0	4.6	(2.0)	(0.1)	1 075.0	3.1
External Relations and Fund Raising Unit/DER	1 309.6	2 303.8	6.5	(140.6)	(6.1)	(9.4)	(0.4)	2 153.8	6.3
Public Information Unit/DER	--	--	--	--	--	--	--	--	--
Inter-Agency Coordination Unit/DER	--	--	--	--	--	--	--	--	--
Director, Division for Treaty Affairs	--	374.0	1.0	(25.2)	(6.7)	0.7	0.1	349.5	1.0
Treaty and Legal Affairs Branch/DTA	--	131.3	0.3	(10.8)	(8.2)	13.4	10.2	133.9	0.4
Global Programme on Money Laundering/DTA	--								
Finance Support Service/DTA	386.6	3 141.7	8.9	(289.7)	(9.2)	185.4	5.9	3 037.4	8.9
Management Advisory Unit/DACS, UNOV	--	394.4	1.1	66.8	16.9	26.0	6.5	487.2	1.4
Information Support Unit/DACS,UNOV	129.1	--	--	388.1	--	--	--	388.1	1.1
Total, B	**2 939.7**	**8 759.2**	**24.8**	**2.0**	**0.0**	**159.6**	**1.8**	**8 920.8**	**26.4**
Total, A and B	**2 939.7**	**35 239.8**	**100.0**	**(2 531.9)**	**(7.1)**	**1 077.0**	**3.0**	**33 784.9**	**100.0**

Note. DACS: Division of Administrative and Common Services; DER: Division for External Relations; DOA: Division for Operations and Analysis; DTA: Division for Treaty Affairs.

Table 10

Detailed support budget estimates by expenditure category within appropriation line, 2000-2001

(Thousands of United States dollars)

Item	Regular budget 2000-2001 Approved appropriations	Fund of UNDCP 2000-2001 Approved revised appropriations	% of total	Changes Cost Inc/(dec)	%	Changes Volume Inc/(dec)	%	2000-2001 Proposed final estimates	% of total
A. Programme support									
1. Field level									
Posts	--	14 379.2	40.8	(1 547.3)	(10.7)	12.8	0.0	12 844.7	38.0
Travel	--	759.8	2.1	(17.8)	(2.3)	130.7	17.2	872.7	2.5
General operating expenses	--	3 080.1	8.7	(151.0)	(4.9)	383.8	12.4	3 312.9	9.8
Supplies and materials	--	485.8	1.3	(24.6)	(5.0)	(30.7)	(6.3)	430.5	1.2
Equipment	--	582.6	1.61	(6.0)	(1.0)	121.7	20.8	698.3	2.0
Other equipment	--	410.5	1.1	--	--	82.2	20.0	492.7	1.7
Total 1	**--**	**19 698.0**	**55.9**	**(1 746.7)**	**(8.8)**	**700.5**	**3.5**	**18 651.8**	**55.2**
2. Headquarters									
Posts	--	5 894.1	16.7	(748.8)	(12.7)	16.7	0.2	5 161.9	15.2
Other staff costs	--	131.4	0.3	(7.2)	(5.4)	3.6	2.7	127.8	0.3
Consultants	--	30.2	0.0	(0.3)	(0.9)	0.3	0.9	30.2	0.0
Travel	--	132.0	0.3	(5.0)	(3.7)	14.0	10.6	141.0	0.4
Contractual services	--	70.6	0.2	(2.0)	(2.8)	(23.8)	(33.7)	44.8	0.1
General operating expenses	--	289.9	0.8	(10.6)	(3.6)	159.8	55.1	439.1	1.3
Supplies and materials	--	63.8	0.1	(3.6)	(5.6)	3.6	5.6	63.8	0.1
Equipment	--	170.6	0.4	(9.6)	(5.6)	42.7	25.0	203.7	0.6
Total 2	**--**	**6 782.6**	**19.2**	**(787.2)**	**(11.6)**	**216.9**	**3.2**	**6 212.3**	**18.3**
Total, A	**--**	**26 480.6**	**75.1**	**(2 533.9)**	**(9.5)**	**917.4**	**3.4**	**24 864.1**	**73.6**
B. Management and administration									
Posts	2 224.5	5 910.5	16.7	115.4	1.9	--	--	6 025.9	17.8
Other staff costs	356.7	142.9	0.4	(7.5)	(5.2)	4.7	3.2	140.1	0.4
Consultants	130.7	175.0	0.5	(1.7)	(0.9)	(67.9)	(38.8)	105.4	0.3
Travel	135.7	510.2	1.4	(21.1)	(4.1)	(23.7)	(4.6)	465.4	1.3
Contractual services	89.9	59.7	0.1	(2.1)	(3.5)	(19.8)	(33.1)	37.8	0.1
General operating expenses	--	304.4	0.8	(7.7)	(2.5)	143.8	47.2	440.5	1.3
Supplies and materials	--	66.9	0.1	(3.5)	(5.2)	3.5	5.2	66.9	0.2
Equipment	--	216.6	0.6	(5.5)	(2.5)	29.7	13.7	240.8	0.7
Other expenditures	2.2	1 373.0	3.9	(64.3)	(4.6)	89.3	6.5	1 398.0	4.1
Total, B	**2 939.7**	**8 759.2**	**24.8**	**2.0**	**0.0**	**159.6**	**1.8**	**8 920.8**	**26.4**
Total, A and B	**2 939.7**	**35 239.8**	**100**	**(2 531.9)**	**(7.1)**	**1 077.0**	**3.0**	**33 784.9**	**100**

Figure I
Support budget estimates by appropriation line, 2002-2003

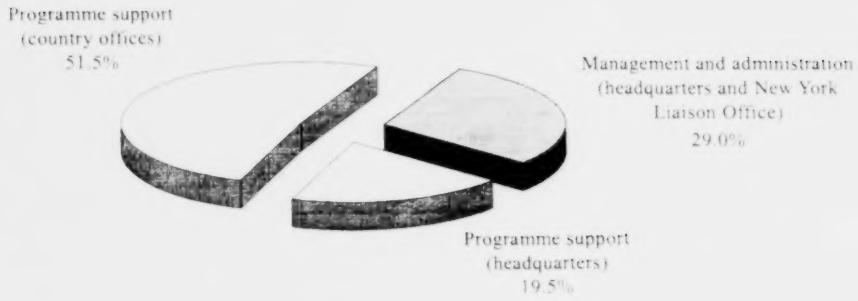


Figure II
Posts by appropriation line, 2002-2003

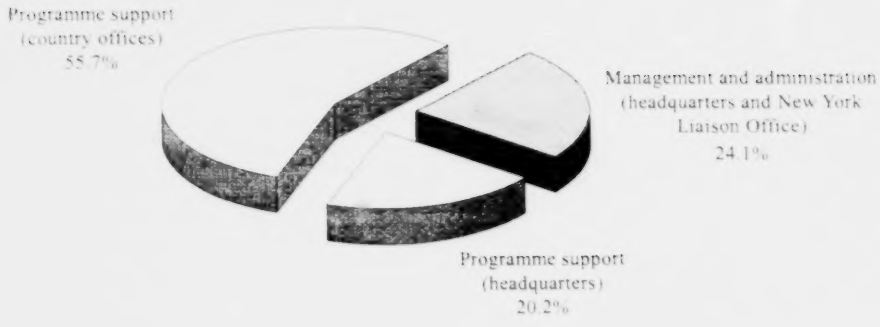
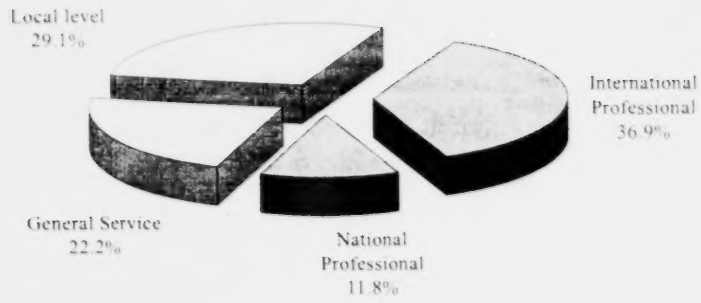


Figure III
Posts by category, 2002-2003



Part four

Initial biennial support budget for the biennium 2002-2003

IX. Overview

66. The initial biennial support budget for 2002-2003 amounts to $35,386,400, representing a nominal increase of $1,601,500, or 4.7 per cent, over the final support budget for 2000-2001 as shown in table 6. There is a volume decrease of $292,500, or 0.8 per cent, as compared to the previous biennium and costing changes of $1,894,000, or 5.6 per cent. The budget will support programme budget activities that, for the biennium 2002-2003, are estimated at $130 million, as outlined in part six of the present document. Proposed changes include a streamlined organizational structure of UNDCP.

67. With regard to financial resource requirements and changes, as compared to the final biennial support budget for 2000-2001, there is at headquarters a volume increase of $953,200 in management and administration and an increase of $369,200 for programme support, for a total increase at headquarters of $1,322,400 (see figure II). There is a decrease of $1,614,900 in the volume of support at the country level, resulting in a total decrease of $292,500 for the support budget. Tables 12 and 13 provide summary information by organizational unit and expenditure category.

68. Table 11 provides a summary of the resource requirements for the support budget:

Table 11
Support budget resource requirements, 2002-2003
(Thousands of United States dollars)

Item	*Revised 2000-2001*	*Final 2000-2001*	*Outline 2002-2003*	*Initial 2002-2003*
Field office network	19 698.0	18 651.8	19 800.0	18 212.5
Programme support, headquarters	6 782.6	6 212.3	6 792.5	6 892.5
Total	**26 480.6**	**24 864.1**	**26 592.5**	**25 105.0**
Management and administration	8 759.2	8 920.8	8 650.0	10 281.4
Grand total	**35 239.8**	**33 784.9**	**35 242.5**	**35 386.4**

69. The decrease in the final estimates for 2000-2001, including salary costs, is largely accounted for by cost savings arising from exchange rate and inflation variations. Changes in the initial estimates as compared to the outline for 2002-2003 reflect both cost and volume changes resulting in a very marginal increase in the total requirements.

Table 12

Detailed support budget estimates by organizational unit within appropriation line, 2002-2003

(Thousands of United States dollars)

Item	*Regular budget*	*Fund of UNDCP*							
	2002-2003	*2000-2001*		*Changes*				*2002-2003*	
				Volume		Cost			
	Proposed estimates	*Proposed final estimates*	*% of total*	*Inc/(dec)*	*%*	*Inc/(dec)*	*%*	*Proposed initial estimates*	*% of total*
A. Programme support									
1. Field level									
Africa	--	3 341.2	9.8	(203.1)	(6.0)	(83.2)	(2.4)	3 054.9	8.6
Central and eastern Europe, west and central Asia, Near and Middle East	--	4 721.3	13.9	(917.9)	(19.4)	883.2	18.7	4 686.6	13.2
South Asia, east Asia and the Pacific	--	4 829.4	14.2	(152.3)	(3.1)	180.1	3.7	4 857.2	13.7
Latin America and the Caribbean	--	5 759.9	17.0	(341.6)	(5.9)	195.5	3.3	5 613.8	15.8
Total 1	**--**	**18 651.8**	**55.2**	**(1 614.9)**	**(8.6)**	**1 175.6**	**6.3**	**18 212.5**	**51.4**
2. Headquarters									
Director/Division for Operations and Analysis	--	938.8	2.7	(663.6)	(70.6)	13.7	1.4	288.9	0.8
Technical Services Branch/DOA	--	1 216.7	3.6	942.7	77.4	97.9	8.0	2 257.3	6.3
Operations Branch/DOA	--	4 056.8	12.0	(761.3)	(18.7)	159.4	3.9	3 454.9	9.7
Planning and Evaluation Unit/DER	--	--	--	851.4	--	40.0	--	891.4	2.5
Total 2	**--**	**6 212.3**	**18.3**	**369.2**	**5.9**	**311.0**	**5.0**	**6 892.5**	**19.4**
Total, A	**--**	**24 864.1**	**73.6**	**(1 245.7)**	**(5.0)**	**1 486.6**	**5.9**	**25 105.0**	**70.9**
B. Management and administration									
Office of the Executive Director	793.9	1 295.9	3.8	25.1	1.9	51.0	3.9	1 372.0	3.8
Director/Division for External Relations	--	--	--	468.9	--	18.0	--	486.9	1.3
New York Liaison Office/DER	--	1 075.0	3.1	(294.8)	(27.4)	75.0	6.9	855.2	2.4
External Relations and Fund Raising Unit/DER	671.2	2 153.8	6.3	(929.2)	(43.1)	52.9	2.4	1 277.5	3.6
Public Information Unit/DER	--	--	--	760.1	--	45.7	--	805.8	2.2
Inter-Agency Coordination Unit/DER	--	--	--	373.3	--	24.1	--	397.4	1.1
Director/Division for Treaty Affairs	--	349.5	1.0	(349.6)	(100.0)	0.1	--	--	--
Treaty and Legal Affairs Branch/DTA	--	133.9	0.4	(118.7)	(88.6)	0.1	--	15.3	--
Global Programme on Money Laundering/DTA	--	--	--	87.5	--	2.5	--	90.0	0.2
Finance Support Service/DTA	214.5	3 037.4	8.9	562.0	18.5	95.6	3.1	3 695.0	10.4
Management Advisory Unit/DACS, UNOV	336.4	487.2	1.4	(72.8)	(14.9)	16.8	3.4	431.2	1.2
Information Support Unit/DACS, UNOV	163.4	388.1	1.1	441.4	113.7	25.6	6.6	855.1	2.4
Total, B	**2 179.4**	**8 920.8**	**26.4**	**953.2**	**10.6**	**407.4**	**4.5**	**10 281.4**	**29.0**
Total, A and B	**2 179.4**	**33 784.9**	**100**	**(292.5)**	**(0.8)**	**1 894.0**	**5.6**	**35 386.4**	**100**

Table 13

Detailed support budget estimates by expenditure category within appropriation line, 2002-2003

(Thousands of United States dollars)

	Regular budget	*Fund of UNDCP*							
	2002-2003	*2000-2001*		*Changes*				*2002-2003*	
				Volume		*Cost*			
Item	*Proposed estimates*	*Proposed final estimates*	*% of total*	*Inc/(dec)*	*%*	*Inc/(dec)*	*%*	*Proposed initial estimates*	*% of total*
A. Programme support									
1. Field level									
Posts	--	12 844.7	38.0	(678.3)	(5.2)	563.4	4.3	12 729.8	35.9
Travel	--	872.7	2.5	(170.8)	(19.5)	80.8	9.2	782.7	2.2
General operating expenses	--	3 312.9	9.8	(640.0)	(19.3)	394.0	11.8	3 066.9	8.6
Supplies and materials	--	430.5	1.2	(45.0)	(10.4)	73.9	17.1	459.4	1.3
Equipment	--	698.3	2.0	(238.2)	(34.1)	40.3	5.7	500.4	1.4
Other expenditures	--	492.7	1.4	157.4	31.9	23.2	4.7	673.3	1.9
Total 1	**--**	**18 651.8**	**55.2**	**(1 614.9)**	**(8.6)**	**1 175.6**	**6.3**	**18 212.5**	**51.4**
2. Headquarters									
Posts	--	5 161.9	15.2	577.2	11.1	296.9	5.7	6 036.0	17.0
Other staff costs	--	127.8	0.3	(46.7)	(36.5)	0.5	0.3	81.6	0.2
Consultants	--	30.2	--	(30.2)	(100.0)	--	--	--	--
Travel	--	141.0	0.4	52.3	37.0	3.7	2.6	197.0	0.5
Contractual services	--	44.8	0.1	308.3	688.1	7.9	17.6	361.0	1.0
General operating expenses	--	439.1	1.3	(344.2)	(78.3)	1.0	0.2	95.9	0.2
Supplies and materials	--	63.8	0.1	(17.6)	(27.5)	0.4	0.6	46.6	0.1
Equipment	--	203.7	0.6	(129.9)	(63.7)	0.6	0.2	74.4	0.2
Total 2	**--**	**6 212.3**	**18.3**	**369.2**	**5.9**	**311.0**	**5.0**	**6 892.5**	**19.4**
Total, A	**--**	**24 864.1**	**73.6**	**(1 245.7)**	**(5.0)**	**1 486.6**	**5.9**	**25 105.0**	**70.9**
B. Management and administration									
Posts	1 451.6	6 026.0	17.8	449.3	7.4	354.4	5.8	6 829.6	19.3
Other staff costs	355.7	140.1	0.4	(30.0)	(21.4)	0.4	0.2	110.4	0.3
Consultants	81.1	105.4	0.3	59.2	56.1	5.4	5.1	170.0	0.4
Travel	138.7	465.4	1.3	44.6	9.5	10.1	2.1	520.0	1.4
Contractual services	150.2	37.8	0.1	383.3	--	9.1	24.3	430.2	1.2
General operating expenses	--	440.5	1.3	(223.1)	(50.6)	3.5	0.7	220.9	0.6
Supplies and materials	--	66.9	0.2	(8.8)	(13.0)	0.1	0.1	58.3	0.1
Equipment	--	240.8	0.7	(76.3)	(31.7)	1.2	0.5	165.6	0.4
Other expenditures	2.1	1 398.0	4.1	355.0	25.3	23.4	1.6	1 776.4	5.0
Total, B	**2 179.4**	**8 920.9**	**26.4**	**953.2**	**10.6**	**407.7**	**4.5**	**10 281.4**	**29.0**
Total, A and B	**2 179.4**	**33 785.0**	**100.0**	**(292.5)**	**(0.8)**	**1 894.3**	**5.6**	**35 386.4**	**100.0**

70. In summary, volume changes between final estimates for 2000-2001 and initial estimates for 2002-2003 result in a decrease of $292,500 as follows:

(a) Country level programme support: decrease of $1,614,900;

(b) Headquarters programme support: increase of $369,200;

(c) Headquarters management and administration: increase of $953,200.

71. Cost changes result in an increase of $1,894,000 as follows:

(a) Country level programme support: increase of $1,175,600;

(b) Headquarters programme support: increase of $311,000;

(c) Headquarters management and administration: increase of $407,400.

72. The reasons for the overall cost and volume changes are explained below.

A. Organizational structure

73. On the basis of the OIOS recommendations endorsed by the Committee for Programme and Coordination, the Executive Director decided to put in place an adequate UNDCP organizational framework for its activities and to reduce the lines of authority reporting directly to him. The proposals of the Executive Director to implement those recommendations are reflected in the UNDCP organigram in annex IV. As requested in Commission resolution 44/16, the revised organizational structure will, inter alia, provide for corporate review mechanisms for programmes and projects on proven system-wide best practices. At the time of drafting the present document, the process of restructuring of ODCCP, which includes consultations with Member States as well as with the Office of the Secretary-General, was still under way. The present budget document reflects the organizational structure of UNDCP as currently proposed by the Executive Director. Any final organizational changes subsequently approved by the Secretary-General will be appropriately reflected in the revised budget for 2002-2003. The following structure has been used as a basis for the presentation of the final biennial support budget for 2000-2001 and the initial biennial support budget for 2002-2003:

(a) The Office of the Executive Director (OED) is headed by a Chief at the principal level. The Office was streamlined in accordance with the recommendation of the OIOS to significantly reduce the number of staff reporting directly to the Executive Director. The Office is responsible for providing the Executive Director with the necessary support and assistance to enable him to carry out management functions;

(b) The Division for External Relations (DER) is headed by a Director reporting to the Executive Director. The Division will be responsible for inter-agency coordination and cooperation with other international organizations and non-governmental organizations, as well as with the private sector, and for relations with the media and cooperation with the Department for Public Information. Furthermore, the Division will be responsible for developing and coordinating the implementation of fund-raising strategies in support of UNDCP. Finally, the Division will be responsible for the planning and evaluation of activities. It will comprise the following units:

(i) Public Information Unit (PIU);

(ii) Inter-agency Coordination Unit (IACU);

(iii) New York Liaison Office (NYLO);

(iv) External Relations and Fund Raising Unit (ERFRU);

(v) Planning and Evaluation Unit (PEU);

(c) The Division for Treaty Affairs (DTA) is headed by a Director reporting to the Executive Director. The Division will be responsible for the fulfilment, on behalf of the Executive Director, of the responsibilities devolving upon the Secretary-General under the drug control conventions and instruments, as well as intergovernmental resolutions. It also provides programme support for all UNDCP activities, and is charged with the management of the financial resources of the Programme. The Finance Support Service has a clear segregation of duties from other support services provided by UNOV and UNDP. Its principal services and support are provided to the other divisions, the Division for Operations and Analysis and the Division for External Relations, especially the operations, the fund-raising and the planning parts. The Division for Treaty Affairs will comprise the following units:

(i) Treaty and Legal Affairs Branch (TLAB);

(ii) Secretariat of the Commission on Narcotic Drugs;

(iii) Secretariat of the International Narcotics Control Board. (On substantive matters, the head of the secretariat is responsible to the Board.);

(iv) Global Programme on Money Laundering (GPML);

(v) Finance Support Service (FSS);

(d) The Division for Operations and Analysis (DOA) is headed by a Director reporting to the Executive Director. The Division will be responsible for all technical cooperation activities of the Programme, both at headquarters and in the field offices. It also assists Governments in the development and implementation of drug control programmes. It monitors and analyses global drug trends, serves as the repository of technical and scientific expertise in drug control, promotes international norms for the exchange of drug-related information, and facilitates the exchange of information among Member States, United Nations agencies and other international organizations. The Division will comprise the following units:

(i) Technical Services Branch (TSB);

(ii) Operations Branch (OB);

(iii) Field Offices network;

(e) With a view to optimizing the use of available resources and enhancing efficiency in the fields of information technology and human resource management, the Information Support Unit and the Management Advisory Unit are integrated into the Information Technology Section and the Human Resources Management Section of DACS/UNOV, respectively;

(f) The Liaison Office in Brussels will be closed, as explained below.

B. Post requirements

74. The total number of posts under the support budget remains at 203 for the biennium (see table A.6). The staffing table includes the transfer of seven core posts from the programme budget to the support budget, offset by the abolishment of seven other posts in the support budget. In addition, one post is transferred from the Brussels Office to headquarters. At the field level, the number of posts is reduced from 121 in the biennium 2000-2001 to 113 in the biennium 2002-2003. At headquarters, the total post requirements at programme support level are proposed to be increased from 36 to 41, and includes the transfer of six posts from the programme budget. For management and administration, post requirements are proposed to be increased from 46 to 49 (see figures II and III).

75. Table 14 provides a summary of the post requirements.

Table 14
Summary of post requirements, 2002-2003

Item	*Number of posts*		
	Revised 2000-2001	*Final 2000-2001*	*Initial 2002-2003*
Programme support			
Field level	121	121	113
Headquarters	36	36	41
Total	**157**	**157**	**154**
Management and administration	46	46	49
Grand total (support budget)	**203**	**203**	**203**

76. The seven core posts, proposed to be transferred from the programme budget, four at the Professional level and three at the General Service level, have been funded through the project mechanism with the use of general-purpose funds. In its report on the revised programme budget and performance report for the biennium 1994-1995 and proposed budget for the biennium 1996-1997 (E/CN.7/1995/22), the Advisory Committee recommended that the project funding mechanism not be used for headquarters posts that were not directly of a technical cooperation nature. It may be recalled that on the basis of the Committee recommendation, some project-funded posts were converted to established posts in the support budget for 1998-1999.

77. A decrease of seven posts (one Professional and six local level) at the field level is proposed in those subregions where programme support can be reduced in line with lower programme delivery projected for 2002-2003. As the seven posts mentioned in the preceding paragraph are funded through general-purpose resources and are likely to remain vital to the work of UNDCP for the foreseeable future, they have been transferred to the support budget for 2002-2003. In addition, one P-4 post is transferred from the closed Brussels Office to the Finance Support Service to strengthen financial management.

78. The result reflects no change in the total number of posts in the support budget and a net reduction Programme-wide of seven posts. The adjustment is not budget-neutral, however, given the higher proportion of Professional posts in the seven

being transferred from project funding to support budget. There will nevertheless be a savings of $527,900 in overall general-purpose funding requirements, including recosting. As can be seen from the functions of those posts (table 15), they are of an ongoing support nature whose job descriptions justify their inclusion in the support budget.

79. Table 15 shows the variations in staffing requirements with regard to the above-mentioned posts.

Table 15
Net post changes, 2002-2003

Level	*Title*	*Unit/office*
	A. Transfer from programme budget	
P-4	Research Coordinator	Technical Services Branch
P-4	Systems Analysis Expert	Information Support Unit
P-3	Assistant Drug Control Officer	Technical Services Branch
P-2	Associate Drug Control Officer	Technical Services Branch
GS/OL	Assistant, Demand Reduction Section	Technical Services Branch
GS/OL	Research Assistant, Research Section	Technical Services Branch
GS/OL	Laboratory Assistant, Scientific Section	Technical Services Branch
	B. Abolition of posts	
P-5	Representative	Nigeria
NPO	National Programme Officer	Russian Federation
GS/LL	General Service	Senegal
GS/LL	General Service	South Africa
GS/LL	General Service	Belgium
GS/LL	General Service	Barbados
GS/LL	General Service	Barbados

80. In line with the structure of UNDCP, the post movements reflected in table 16 are being proposed within available resources, in addition to the above-mentioned staff movements.

Table 16
Staff movements at headquarters, 2002-2003

		Transfer	
Level	*New title*	*From*	*To*
	A. Programme support		
D-1	Chief, Technical Services Branch	DOA	TSB/DOA
GS/OL	General Service	DOA	TSB/DOA
P-5	Senior Evaluation Officer	DOA	PEU/DER
P-4	Programme Management Officer	OB/DOA	PEU/DER
P-3	Evaluation Officer	ERFRU/DER	PEU/DER
GS/OL	General Service	DOA	PEU/DER
GS/OL	General Service	OB/DOA	PEU/DER

		Transfer	
Level	*New title*	*From*	*To*
	B. Management and administration		
P-4	Programme Management Officer	OB/DOA	OED
D-2	Director-Division for External Relations	DTA	DER
GS/PL	General Service	ERFRU/DER	DER
P-5	Spokesperson	OED	PIU/DER
P-4[a]	Speechwriter	New York	PIU/DER
P-3	Public Information Officer	ERFRU/DER	PIU/DER
P-3	Public Information Officer	ERFRU/DER	PIU/DER
GS/OL	General Service	OED	PIU/DER
P-3	Inter-Agency Coordination Officer	ERFRU	IACU/DER
GS/OL	General Service	ERFRU	IACU/DER
P-4	Programme Management Officer	Brussels	FSS/DTA
GS/OL	General Service	DTA	FSS/DTA
GS/OL	General Service	TLAB/DTA	FSS/DTA
GS/OL	General Service	ERFRU/DER	GPML/DTA

[a] Post upgraded from P-3 to P-4.

C. Upgrades and reclassification

81. The upgrades of posts reflected in table 17 are proposed and explained in sections X and XI below.

Table 17
Upgrades and reclassification, 2002-2003

Unit/office	*Title*	*From*	*To*
Brazil	Representative	P-5	D-1
Public information	Speechwriter	P-3	P-4
Lao People's Democratic Republic	Programme Management Officer	P-3	P-4
South Africa	National Programme Officer	GS/LL	NPO

D. Training

82. Adequate resources have been included under projects and in the support budget ($112,000) to address the need to maintain and enhance the skills of staff, in particular in the fields of international drug control and of programme management. That investment is deemed to be important in line with the creation of a results-based culture and the increased delegation of authority and related accountability from programme managers. The training provided will be aimed at building core and managerial competencies, and will be based on the training policy adopted by the Executive Director. It will, inter alia, address managerial capacity in the field of results-based management ($36,000) as well as the technical capacity for matters related to international drug control, with a view to ensuring the specialized competency needed to carry out the substantive work of the Programme ($50,000).

Some provision is made for the training of the staff of the Information Support Unit in order to acquaint them with the latest developments in information technology ($26,000).

83. UNDCP staff are encouraged to enroll in the training activities offered through UNOV, including, but not limited to, training in regular software applications or language training.

E. Information technology

84. As of 1 March 2001, the Information Support Unit of UNDCP was administratively merged into the Information Technology Section (ITS) of UNOV. The new UNOV/ODCCP/ITS continues to provide substantive information management services for all information owners in UNDCP. That includes strategic information management, system design, development, and maintenance and operation of all UNDCP substantive information repositories, thus ensuring secure and optimal availability of information to UNDCP and the Member States as well as the broader international community.

85. In addition to the above-mentioned information management staff and financial resources dedicated to substantive information management, UNDCP also provides to UNOV a workstation support fee for normal office automation systems and infrastructure services. The fee is set at $1,100 per workstation per year.

86. Provision has been made for ad hoc corporate development support under contractual services ($50,000), as well as for the purchase of one corporate UNIX server and for replacement of user personal computers, printers and scanners ($110,000). Furthermore, provision is made for the acquisition of a UNDCP iPlanet App Server software ($20,000), a Plumtree Portal server software ($25,000), web development tools software ($10,000), database development tools software ($5,000) and miscellaneous ad hoc software ($10,000). With regard to maintenance, $40,000 is foreseen for the UNIX and firewall migration.

Programme and Financial Information Management System

87. Since 1995, both OIOS and the Board of Auditors have strongly recommended that the old UNDCP financial management system be replaced as soon as practically possible to ensure adequate monitoring and control over the funds entrusted to UNDCP and to allow timely dissemination of financial information to Member States. Therefore, based upon a feasibility study conducted in 1997 and updated in 1999, UNDCP acted in 1999 to establish a new Programme and Financial Information Management System (ProFi) based on an Enterprise Resource Planning system corresponding to the industry standard. The resulting ProFi project has been designed with two major phases: phase 1 consists of the core financial control component, whereas phase 2 consists of the programme and project management component.

88. ProFi phase 1 has, from the third quarter of 2000 to the third quarter of 2001, been developed and put into operation. Currently, UNDCP is further building up competencies within the organization to fully utilize the capabilities of the system and to ensure that the new business processes are fully implemented. In addition,

further reporting facilities, through the use of the Internet, are being developed, and it is expected that appropriate reporting will be available online to Member States at the beginning of 2002.

89. The implementation of ProFi phase 2, the programme and project management component, has been planned to commence in 2002, subject to funding availability. This phase will allow for a transparent management monitoring of programme implementation at all levels and will also facilitate the planning and evaluation cycle ($553,000).

90. As requested by the Commission at its forty-fourth session, the budget for the maintenance of the ProFi system has now been included in the support budget. Table A.7 provides information on the distribution of electronic data-processing requirements. With regard to ProFi, provision is made for consultancies related to the upgrade of the PeopleTools software to version 8 ($180,000), as well as for the maintenance of the software ($100,000).

F. Reimbursement for services at headquarters

91. UNOV provides a range of administrative services to UNDCP, including financial services, human resource management and general support service. Up to the biennium 2000-2001, the reimbursement for services provided amounted to $500,000 per annum. Beginning with that biennium, the support in the information technology area is separately provisioned under the workstation support programme, implemented for all Vienna-based programmes.

92. For the biennium 2002-2003, the reimbursement level has been determined at $688,200 per annum, or an increase of 37.6 per cent. That amount was reached by applying the marginal cost accruing to UNOV to meet the workload demands of the Fund of UNDCP. The level of reimbursement was included in the UNOV regular budget proposal, in response to a request made by the Advisory Committee. The apportionment for the biennium of the reimbursement is as follows:

(a) Financial services: $451,600;

(b) Human resources management: $414,200;

(c) General support: $510,600.

X. Programme support

A. Country offices (budget: $18,212,500)

93. Country and regional offices will experience a volume decrease of $1,614,900, or 8.6 per cent, including a volume decrease of $678,300 for staffing requirements. Volume decreases are shown for all regions, and are explained below. Since field offices experience an increasingly difficult security situation, in particular in the Latin America region and in Africa, some of the field offices relocated to common United Nations premises, in line with the policy of the United Nations Secretariat of sharing enhanced common security costs at field duty stations. Savings are mainly due to a streamlined administration of operating expenses, a stricter control on

requirements for travel and the fact that most equipment, inter alia for upgrading of computer equipment, was purchased during the biennium 1998-1999. The greatest volume decreases will be in the regions of central and eastern Europe, west and central Asia, and the Near and Middle East, amounting to $917,900, and in the region of Latin America and the Caribbean, amounting to $341,600. Table A.5 shows the relationship between the regional distribution of programmes and their connected programme support.

94. The total post requirements are reduced from 121 to 113 as reflected in table 18.

Table 18
Post requirements at field level, 2000-2001 and 2002-2003

Region	*Final 2000-2001*	*Initial 2002-2003*
Africa	20	18
Central and eastern Europe, west and central Asia, Near and Middle East	32	29
South Asia, east Asia and the Pacific	32	32
Latin America and the Caribbean	37	34
Total	**121**	**113**

95. The Liaison Office in Brussels will be closed. The intention of opening that office in 1998 was to strengthen the relationship with the European institutions in Brussels. The main groundwork was realized during the three years of operations, and it was decided that the maintaining of those relationships could be handled from headquarters, thereby saving on operational costs. The closing of the office results in a decrease of staffing requirements by 2 posts (one P-4 and one local level).

96. The budget reflects the support to a projected programme delivery of $130,011,600, as outlined in the programme budget below. In pursuance of the UNDCP policy of decentralization started during the biennium 1998-1999 and fully implemented during 2000-2001, representatives at the country level have been vested with full authority and responsibility for programmes, including programme development; elaboration and revision of projects; monitoring programme delivery; and reporting on programme implementation. Headquarters maintains overall policy control and managerial oversight through, inter alia, the Programme and Project Committee, established in 2001. Field offices function as a repository and focal point for drug-control-related information and expertise, and as an adviser to the relevant Government on drug control issues. In addition to their main function of supporting technical cooperation activities at the regional or country levels, field offices undertake resource mobilization activities, inter alia through the Mini-Dublin Group mechanism, as well as advocacy activities to promote awareness among the public, the media and the business community. They liase with bilateral aid programmes and non-governmental organizations, as well as with United Nations agencies and programmes represented in the country.

97. In accordance with UNDCP financial rules, and in line with the UNDCP policy of concentrating its efforts on its core mandate and outsourcing other non-core activities such as administration to the extent feasible, UNDP acts as the UNDCP administration at the country level. In its decision 82/33, the Governing Council of

UNDP reaffirmed the role of the UNDP field office as the primary instrument for providing services and coordination to the technical cooperation activities of the United Nations system in the field. It authorized the Administrator of UNDP to make adequate arrangements with agencies for reimbursement of services. The Council further decided, in decision 84/42, that UNDP should be reimbursed by the organization concerned for the cost of services provided by UNDP to trust fund activities. UNDP has delegated to the country level the responsibility to make arrangements for the reimbursement of costs of local services. In an agreement signed by the Assistant Administrator of UNDP and the Controller of the United Nations in May 2001, reimbursement was authorized for all office or programme activities not funded by UNDP, based on individual agreements to be established locally. The reimbursement to UNDP field offices was authorized, effective January 2001. In accordance with the working arrangement between UNDP and UNDCP, UNDP will be reimbursed the amount of $400,000 during the biennium for administrative services provided by UNDP headquarters to UNDCP. With regard to field offices, where UNDP provides services such as recruitment and administration of local staff, procurement and general services, individual reimbursement arrangements have been or are being negotiated. Known reimbursement levels, amounting to a total of $214,400, have been introduced in the respective field office budgets. The Commission will be appraised of the total level of field office reimbursement within the context of the revised budget for 2002-2003, at which time it is expected that all individual agreements will have been negotiated and signed.

98. The Commission will recall that, as of the biennium 2000-2001, the reimbursement to UNDP (headquarters) for administrative services was apportioned in the budget of each office. In view of the fact that the Brussels Office will be closed with effect from 1 January 2002, the reimbursement will now have to be apportioned between the remaining field offices. As a consequence, there is a slight volume increase under that object for each field office. The total reimbursement, however, remains at $400,000 for the biennium.

99. Table A.8 provides a detailed breakdown of the distribution of reimbursement for support services.

100. With regard to budgetary implications for offices under ODCCP (joint UNDCP Centre for International Crime Prevention offices), the offices in Bolivia, Brazil, Egypt, the Russian Federation, South Africa and Uzbekistan are designated as ODCCP offices because they undertake activities on behalf of both UNDCP and the Centre, which together make up ODCCP. In each of those cases, a smaller presence of the Centre has been associated with an established UNDCP office to take advantage of economies of scale and to increase synergies between the work of the two entities. In budgetary terms, the two remain distinct. In addition to having staff of the Centre funded by its trust fund located in some of the offices, an allocation is provided under the trust fund of the Centre to cover costs associated with crime prevention activities and the activities of staff of the Centre. That covers official travel, office space, communications charges, furniture and equipment, supplies and operating expenses. The funds utilized in support of the UNDCP mandate and that of the Centre are allocated, accounted for and reported on separately, indicating clearly the use to which resources are put. The arrangements are subject to internal and external audit.

101. Cost changes for the country offices result in an increase of $1,175,600, consisting of a total increase in salary costs of $563,400 and an increase in costs of $612,200 for inflation and exchange rate fluctuations.

1. Africa (budget: $3,054,900)

102. In Africa, the projected programme volume will increase from $5.6 million in 2000-2001 to $14.7 in 2002-2003. The cost of the field office structure accounts for 17.2 per cent of the programme volume, a sharp decrease from 37.3 per cent reported in 2000-2001.

103. For the support budget, a volume decrease of $203,100 is anticipated, consisting of a volume decrease of $233,900 for post requirements, an increase of $54,700 for reimbursement to UNDP (headquarters), an increase of $59,000 for reimbursement to UNDP (field offices), and a decrease of $82,900 for other components. Cost decreases relating to posts amount to $130,200. Increases of $62,200 related to inflation are partly offset by a decrease of $15,200 related to the exchange rate.

104. *Post requirements*. Changes in post requirements include the abolition of a P-5, the creation of a P-4, the reclassification of a local-level post to National Programme Officer and the abolition of two local-level posts.

105. The office structure in Africa has been amended to show the transfer of overall responsibility for programme activities in eastern African countries back to the Regional Office for Eastern Africa in Nairobi. The Commission will recall that during the biennium 2000-2001, the responsibility for those activities was transferred to the Regional Offices for Southern Africa in Pretoria. However, as recommended by OIOS, the expected volume increase in the region for 2002-2003 justifies the re-establishment of a full-fledged office. The P-4 position, currently assigned to the Regional Office in Brazil, will be transferred to Kenya, where the post of Representative is re-established at P-4 level. The P-3 Programme Management post, currently assigned to the Regional Office in Nairobi, is transferred to the Regional Office for West and Central Africa in Dakar to enable the latter Office to implement its increased programme volume. In the Regional Office in Dakar, a local-level position will be abolished. In the Regional Office in Pretoria, the functions of the Senior Programme Assistant developed from a basic support function to substantive programme tasks, including project management and administrative responsibilities. The revised terms of reference were classified by UNDP to be at the National Programme Officer level. The upgrade of that post is now included in the staffing table. One local-level post will be abolished in that Regional Office. The programme activities in the Country Office in Lagos did not reach the level expected when the strengthening, through the upgrade of a P-4 post to P-5, was proposed within the context of the revised support budget for 2000-2001. Therefore, the P-5 post will be abolished.

106. *Field offices*. The Regional Office in Kenya (budget: $526,400) will experience a volume increase of $40,300 mainly related to the creation of a P-4 post and the reduction of a P-3 post. There is an overall reduction of $74,300, mainly due to a reduction in salary costs. Inflation accounts for a small increase of $10,800.

107. The Country Office in Nigeria (budget: $741,700) will see a volume decrease of $213,700 mainly related to the abolishment of the P-5 position. An increase is

requested for rental and maintenance of space, due to the upcoming move of United Nations agencies from Lagos to Abuja in 2002. The budget includes a provision for an initial investment of $15,000 for the new premises. Provision is made for the purchase of a new office car to replace the existing one, which is over 10 years old. For the local staff, provision is made for a relocation package related to the move to Abuja. The relocation package was agreed by all agencies currently represented in Lagos. Cost decreases of $86,400 are recorded for salary costs. The increase of $26,800 for inflation is partly offset by a decrease of $5,200 for exchange rate variation.

108. The Regional Office in Senegal (budget: $830,000) will have a volume increase of $24,600. Post movements will consist of the transfer from a P-3 post from Kenya to Senegal and the abolishment of a local-level post. Those movements account for a volume increase of $79,100. There will be a costing increase for salaries of $133,500. A major volume decrease of $51,000 is recorded for rental and maintenance of space due to the fact that the costs for moving to other premises in 2000-2001 were non-recurrent. Although provision is made for the purchase of a new car, replacing the current vehicle purchased in 1995, volume savings are recorded for nearly all other components. Small adjustments resulting in a total increase of $10,600 are made for recosting.

109. The Regional Office in South Africa (budget: $956,800) will have a net decrease in volume of $54,300. Posts movements include the upgrade of a local-level post to National Programme Officer and the abolishment of a local-level post, resulting in a volume decrease of $53,600. A large volume decrease of $22,000 is reported for rental and maintenance of space, related to the increased Centre for International Crime Prevention and project activities to which apportioned costs are charged. Minor adjustments resulting in an increase of $4,000 are made for recosting.

2. Central and eastern Europe, west and central Asia and the Near and Middle East (budget: $4,686,600)

110. In the region, the projected programme volume will decrease from $27,675,400 in 2000-2001 to $22,112,300 in 2002-2003. The cost of the field office structure accounts for 17.5 per cent of the programme volume, an increase from 14.6 per cent reported in 2000-2001.

111. For the support budget, a volume decrease of $917,900 is anticipated, consisting of volume decreases of $203,400 for post requirements and $10,100 for reimbursement to UNDP (headquarters), an increase of $12,400 for reimbursement to UNDP (field offices) and a decrease of $716,800 for other components. Cost increases relating to posts amount to $729,400. Increases of $182,200 related to inflation are partly offset by a decrease of $28,400 related to the exchange rate.

112. *Post requirements*. Changes in post requirements include the abolition of a P-4 post, the transfer of one local-level post from the Regional Office in Pakistan to the Country Office for Afghanistan and the abolition of a National Programme Officer post and a local-level post.

113. The Liaison Office in Brussels will be closed, as explained above. The P-4 post, thus vacated, is transferred to the Finance Support Service at headquarters and the local-level post is abolished. The closing of the Office results in a volume

decrease of $237,600. In view of the programme activities envisaged during 2002-2003, a local-level post is transferred from the Regional Office for South-west Asia in Pakistan to the Country Office for Afghanistan, for budgetary purposes. Also related to the projected programme activities, one National Programme Officer position in the Regional Office in the Russian Federation will be abolished.

114. *Field offices*. The Country Office for Afghanistan, located temporarily in Islamabad (budget: $781,100), will be strengthened by the addition of one local-level post, ensuring an adequate support to the planned programme activities. There is a total volume increase of $24,400, consisting of a volume increase of $50,900 for staffing resources, related to the transfer of one local-level post from the Pakistan Office, and a volume decrease of $26,500 for the other components, mainly for rental and maintenance of space ($20,800). There will be a costing increase of $140,700 for salaries, as well as an adjustment of $19,200 for inflation.

115. The closing of the Liaison Office in Belgium results in a total volume decrease of $237,600, consisting of $116,600 for the staffing component and $121,000 for the other components.

116. The Regional Office in Egypt (budget: $931,100) will see no change in its staffing requirements. There is a small volume increase of $800 for the non-staff components. There will be a costing increase of $105,500 for salaries, and a total small decrease of $2,500 for adjustment for inflation and exchange rate fluctuations.

117. For the Country Office in the Islamic Republic of Iran (budget: $674,100), no changes are proposed for staffing requirements. There is an overall volume decrease of $5,500. A major decrease of $16,100 is budgeted for rental and maintenance of premises, due to efficiency measures. The latter decrease is offset by the inclusion of reimbursement to UNDP (field offices) of $9,300. There will be a costing increase of $154,000 for salaries, and a total increase of $20,500 for adjustment for inflation and exchange rate fluctuations.

118. The Regional Office in Pakistan (budget: $671,400) shows a volume decrease of $91,400. For the foreseeable future, the Pakistan and Afghanistan offices will continue to share premises in Islamabad, due to the worsening security situation in Afghanistan. The responsibility for operations in Afghanistan and Pakistan rests with the D-1 head of the Afghanistan Office, both for administrative and operational reasons. The total volume decrease amounts to $91,400, including a decrease of $65,200 for the reduction of one local-level post, transferred to the Afghanistan Office. Provision is made for the purchase of a new server, to allow a faster and more efficient Internet connection. Changes resulting from recosting amount to increases of $10,900 for salary costs and $20,100 for inflation, partly offset by savings of $10,100 for exchange rate fluctuations.

119. The ODCCP Regional Office for the Russian Federation and Belarus in Moscow (budget: $655,000), started operations in July 1999. In view of the lower-than-expected programme volume, it was considered appropriate to decrease the staffing requirements by one National Programme Officer. The overall volume decrease amounts to $372,800. This relates mainly to the fact that the final budget for 2000-2001 was increased dramatically to incorporate the charges incurred by the Office during 1999 but only processed by UNDP in 2001. The budget for 2002-2003 again shows the real base figure. The volume decrease related to the abolition of a National Programme Officer post amounting to $72,500. Increases in salary costs

are expected to rise by $111,800. In view of the expected inflation experienced in the Russian Federation, an increase of $6,200 has been included in the budget. That increase is partly offset by a decrease of $3,400 related to favourable exchange rate fluctuation.

120. The Regional Office for Central Asia in Uzbekistan (budget: $973,900) will see no change in the staffing requirements. The Office was relocated to new premises in 2001, resulting in an important decrease in operational costs. The volume decrease related to that item amounts to $181,300. The overall volume decrease is budgeted at $235,800, including a decrease of $30,000 for travel and of $21,200 for supplies. Higher salary costs in the region, including a revised scale for local personnel approved in 2001, account for the increase of $206,500 for staffing costs. The inflation rates experienced in the region result in an increase in costs of $105,800. A small decrease of $2,000 is related to changes in the exchange rate.

3. South Asia, east Asia and the Pacific (budget: $4,857,200)

121. In the region of south Asia, east Asia and the Pacific, the projected programme volume will increase from $18,110,600 in 2000-2001 to $26,026,400 in 2002-2003. The cost of the field office structure accounts for 15.7 per cent of the programme volume, a decrease from 21.1 per cent reported in 2000-2001.

122. For the support budget, a volume decrease of $152,300 is anticipated, consisting of a volume increase of $55,000 for post requirements and $35,000 for reimbursement to UNDP (field offices), and a decrease of $1,500 for reimbursement to UNDP (headquarters) and of $240,800 for other components. Cost decreases relating to posts amount to $89,600. Increases of $298,700 related to inflation are partly offset by a decrease of $29,000 related to the exchange rate.

123. *Post requirements*. The only change in the staffing requirements within the region is the upgrade of a P-3 post to the P-4 level in the Country Office in Vientiane. That upgrade is justified, taking into account the significant increase in programme activities in the country.

124. *Field offices*. The Regional Office for South Asia in India (budget: $754,300) will see no changes in staffing requirements. The total volume decrease of $78,800 is mainly due to savings in the operational costs of $51,000, since the building is now shared with UNAIDS, and common costs are, therefore, reduced. Other savings are related to administrative efficiency measures undertaken during the biennium 2000-2001. With regard to cost changes, there is an increase in staffing costs of $51,300 and an increase for inflation of $31,500, partly offset by a decrease due to changes in the exchange rate of $1,900.

125. For the Country Office in the Lao People's Democratic Republic (budget: $1,196,500), there is a total volume decrease of $150,400. An increase is reported for the staffing component of $55,000, related to the upgrade of a P-3 position to the P-4 level. The other components show a total volume decrease of $205,400 mainly for travel ($39,100) and equipment ($55,900). Those savings are due to the fact that a major, non-recurrent fund-raising mission was undertaken in 2001 and a new office car was purchased in that year. The volume change in operational costs of $97,300 is largely offset by an increase of $108,900 in costs for inflation and by a decrease of $6,600 for exchange rate fluctuations. The net result for operational costs is an increase from $140,000 to $145,000. The cost changes related to

personnel show a slight increase of $4,300. The overall cost changes for the other components, excluding operational costs, amount to $38,800 for inflation and to $2,300 for exchange rate fluctuations.

126. The Country Office in Myanmar (budget: $786,400) will see no change in the staffing requirements. The Office will experience a volume decrease of $15,800, mainly related to a reduction in requirements for operating expenses. The increase for inflation of $86,000 is more than offset by a reduction of $122,600 in salary costs and a decrease of $11,600 due to exchange rate fluctuations.

127. The Regional Centre for South-East Asia in Thailand (budget: $1,364,200) shows a total volume increase of $47,800 consisting of an increase of $82,700 for operational costs and of $12,700 for reimbursement to UNDP (field offices), partly offset by decreases in the other components, in particular for travel ($39,600). The major increase for operational costs is mainly related to the exorbitant rise in the costs of communications and of Internet providers. In total, relatively small adjustments are made for recosting, resulting in a total increase of $9,400.

128. The Country Office in Viet Nam (budget: $755,800) will have a volume increase of $44,900, mainly related to the non-recurrent renovation costs related to the move to new United Nations common office premises, amounting to $43,000. Costing adjustments result in an increase of $181,600 for salary costs, an increase of $20,700 for inflation and a decrease of $3,200 for exchange rate fluctuations.

4. Latin America and the Caribbean (budget: $5,613,800)

129. For Latin America and the Caribbean, the projected programme volume will increase from $49 million in 2000-2001 to $57 million in 2002-2003. The cost of the field office structure accounts for 9 per cent of the programme volume, a decrease from 10.5 per cent reported in 2000-2001.

130. For the support budget, a volume decrease of $341,600 is anticipated, consisting of a volume decrease of $296,000 for post requirements, an increase of $200 for reimbursement to UNDP (headquarters), an increase of $7,700 for reimbursement to UNDP (field offices) and a decrease of $53,500 for other components. Cost increases relating to posts amount to $53,800. Increases of $172,500 related to inflation are partly offset by a decrease of $30,800 related to exchange rate fluctuations.

131. *Post requirements*. Changes in post requirements include the abolition of a P-4, the upgrade of a P-5 to the D-1 level and the abolition of 2 local-level posts.

132. The Regional Office in Brasilia was converted to a regional office for the countries of the Common Market of the Southern Cone (Mercosul) countries during the biennium 2000-2001, initially to be headed by a Representative at the D-1 level (proposed initial support budget 2000-2001). However, the Regional Office continued to function under a Representative at the P-5 level, which was considered adequate with the support of a Programme Management Officer at the P-4 level during 2000-2001, as reflected in the revised support budget. In view of the expected further programme volume increase in the Mercosul region and the increasing cost-sharing funds to be managed, it is proposed to reinstate the upgrading of the post of Representative to the D-1 level. With the upgrade of the post, it is estimated that the Office will be well equipped to manage the programme,

and the P-4 post currently assigned to it will be transferred to the Office in Kenya to allow the re-establishment of the Representative position in that regional office.

133. The UNDCP Caribbean Coordination Mechanism set up in early 1997 to assist in the implementation of the Barbados Plan of Action for Drug Control Coordination and Cooperation in the Caribbean is gradually being transferred to subregional organizations, and in particular to the Caribbean Community (CARICOM). The transfer should be completed by mid-2002. In addition, UNDCP forecasts a net reduction of overall donor contributions for projects in the Caribbean region during the biennium 2002-2003. However, there remains a need for continuous UNDCP drug control advocacy and prevention activities, as well as for support to drug abuse information systems. In view of those developments, it became necessary to downsize the UNDCP Regional Office for the Caribbean from five staff members (one P-4, one National Programme Officer and three local-level posts) to three (one P-4, one National Programme Officer and one local-level post) for the biennium 2002-2003. The adequacy of the revised staff component will be reviewed during the biennium, in line with regional drug control developments and future prospects for project funding.

134. *Field offices*. The Regional Office for the Caribbean in Barbados (budget: $639,300) shows a total volume decrease of $283,000, which includes a volume decrease for staff requirements of $154,900 and a reduction for related non-staff components. Particular mention should be made of a decrease of $92,800 for operational costs. That decrease is due to the fact that the new premises for the Office do not require the payment of rent. Cost decreases for salaries are $71,300, and the small inflation experienced in Barbados results in a small increase of $12,700. Since the Barbados dollar is coupled with the United States dollar, no costing adjustment is made for exchange rate fluctuations.

135. For the Country Office in Bolivia (budget: $915,800), a total volume increase of $3,500 is proposed, which includes small increases for travel ($5,000), operational costs ($5,100) and supplies ($5,900). Decreases are noted in particular for the equipment component amounting to $11,200. Changes in costing result in an increase of $1,700 for salary costs, an increase of $16,800 for inflation and a decrease of $5,900 for exchange rate fluctuations.

136. The Regional Office in Brazil (budget: $1,026,700) will show a volume decrease of $145,700, related mainly to the post movements mentioned above ($141,100). Higher salary costs result in a costing increase for posts of $187,200 for the biennium. Recosting of $19,300 for inflation is mostly offset by savings of $19,000 due to exchange rate fluctuations.

137. In the Country Office in Colombia, no changes will be made in the staffing component. There is a total volume increase of $31,500. The main increase is related to operational costs, which increase by $25,100. The Office in Bogotá will, for security reasons, have to move into new premises during the coming months. The move was prompted by a recent series of terror bombs in Bogotá, Medellín and Cali. The current office is facing a public parking lot, which makes it vulnerable to attack. At the time of the drafting of the budget, the exact impact of the move to new premises was not yet exactly known. The Commission will be apprised of the financial consequences in the context of the revised biennial support budget to be submitted in 2003. Salary costs increase by $49,900. Higher inflation in the country

results in an increase of $71,200, whereas the favourable rate of exchange allow for a decrease of $3,700.

138. The Regional Office for Central America and Mexico in Mexico will see no change in the staffing requirement. The total volume increase of $89,300 relates mainly to the operational and equipment components. The security situation in Mexico, in particular in Mexico City, has been deteriorating in recent years. The number of reported incidents, such as hijacking and assaults on United Nations staff in taxis and in the streets have increased considerably. This situation leads to an increased use of the official car and radio taxis, as well as the need for the rental of mobile phones. In that connection, it is also proposed to replace the current office vehicle, purchased in 1995, for which maintenance and repair costs have increased dramatically. There is a net decrease of $50,800 for salary costs, and an increase of $26,300 for inflation. Savings due to exchange rate fluctuations amount to $1,800.

139. In the Country Office in Peru there will be no change in the staffing requirements. There is an overall volume decrease of $37,200, related to the fact that the major equipment replacements were made during the biennium 2000-2001. The increase of $26,200 for inflation adjustment is more than offset by savings of $62,900 for salary recosting and savings of $400 for exchange rate fluctuations.

B. Headquarters (budget: $6,892,500)

140. Headquarters programme support is centralized mainly in the Division for Operations and Analysis, consisting of the Director, the Operations Branch and the Technical Services Branch. In addition, provision is made for the re-established Planning and Evaluation Unit, administratively located in the Division for External Relations. The Planning and Evaluation Unit will be responsible for providing guidance and support to management and staff to ensure coherent, results-oriented planning and evaluation of all ODCCP activities in conformity with the mandates. The Unit will also aim at ensuring that evaluation activities are coordinated and in line with accepted standards. It will promote the use of evaluation results to improve programme performance, outcomes and impact. In pursuing those goals, the Unit will undertake the following main activities:

(a) Drawing up and monitoring the implementation of a results-based management framework for ODCCP activities;

(b) Coordinating substantive planning for the regular budget of UNDCP and the Centre for International Crime Prevention;

(c) Supporting programme managers in developing results-oriented technical cooperation programmes;

(d) Developing, monitoring and managing the evaluation system of ODCCP;

(e) Organizing, leading and participating in evaluations and other studies;

(f) Conducting workshops for staff and counterparts to improve planning, monitoring and evaluation;

(g) Coordinating performance reporting for ODCCP;

(h) Preparing annual reports on evaluation activities.

141. Overall, headquarters programme support will experience a volume increase of $369,200. Increases are registered for posts ($577,200) which are explained above; contractual services ($251,800) mainly due to the inclusion of the maintenance costs of ProFi in the support budget, as well as the inclusion of the workstation support fee; training of staff ($56,500); and travel of staff ($52,300) due to the re-establishment of the Planning and Evaluation Unit. Volume decreases are registered for all other components. Most of the decreases are linked to a more efficient management of the available resources. The decrease of $196,500 for miscellaneous services is due to the fact that the workstation support charged by UNOV for 2001 was initially not budgeted for in the biennium 2000-2001, and was therefore directly charged to that component, and accordingly reported in the final budget. Since for the biennium 2002-2003, provision has been made under contractual services, the budget for miscellaneous services can be reduced accordingly. With regard to the equipment component, since major replacements for data-processing equipment were made in the biennium 2000-2001 it is deemed appropriate to make provision for a limited replacement programme. Salary re-costing amounts to an increase of $296,900 and includes the higher post adjustment factor for Vienna, approved by the International Civil Service Commission. Costs for inflation result in an increase of $20,400, and rate of exchange fluctuation in a decrease of $6,300.

142. In the Division of Operations and Analysis, Director (budget: $288,900), there is a volume decrease of $663,600 mainly related to staff movements, accounting for $608,000. The Speechwriter, currently at the D-1 level, will be reclassified at the P-4 level. The D-1 post is transferred to Technical Services Branch to establish the post of Chief of the Branch. The Senior Evaluation Officer at the P-5 level will be transferred to the Planning and Evaluation Unit, and will act as Chief of the Unit. Two General Service posts will be transferred to the Technical Services Branch and the Planning and Evaluation Unit, respectively. Other components have been adjusted accordingly. Increases related to salary costs amount to $13,300. Other changes in costs are estimated at $400.

143. The Technical Services Branch (budget: $2,257,300) will register a volume increase of $942,700 as compared to the previous biennium, largely related to posts movements and the inclusion of posts previously budgeted in the programme budget. The Branch will be strengthened by a Chief at the D-1 level, a Research Expert at the P-4 level, an Alternative Development Expert at the P-3 level, a Statistical Officer at the P-2 level, as well as four general support staff. The volume increase for staffing resources amounts to $922,700. Other components have been slightly increased accordingly. Increases related to salary costs amount to $93,600. Other changes in costs are estimated at $4,300.

144. The Operations Branch (budget: $3,454,900) shows a volume decrease of $761,300, again largely related to post movements that account for $442,200. Other components have been adjusted accordingly. A Programme Management Officer, at the P-4 level will be transferred to the Planning and Evaluation Unit, together with one support staff post. Another Programme Management Officer, at the P-4 level, will be transferred to the Office of the Executive Director. Increases are shown for salary costs ($152,600) and for inflation ($9,900). Savings from exchange rate fluctuations amount to $3,100.

145. In the Planning and Evaluation Unit (budget: $891,400), the staffing resources under the support budget will be a P-5 (transferred from the Division for Operations

and Analysis, Director), a P-4 (transferred from the Operation Branch), a P-3 (transferred from the External Relations and Fund Raising Unit) and two general support staff. A provision of $36,000 is made for training of staff in results-based management, and of $42,000 for travel to attend evaluation meetings in Geneva and to conduct thematic evaluations.

XI. Management and administration

146. The total budget for management and administration amounts to $10,281,400. The total volume increase amounts to $953,200, including an increase in volume of $449,300 for staffing resources, an increase of $376,400 for reimbursement to UNOV and an increase of $441,400 related to the inclusion of the Information Support Unit in management and administration as of the biennium 2002-2003. Until 2000-2001, that Unit was included in the Technical Services Branch under support to programmes. Cost changes include increases of $354,400 for salary costs and $81,300 for inflation, and a decrease of $28,300 for exchange rate fluctuations.

147. Management and administration consists of the Office of the Executive Director, all units of the Division for External Relations except the Planning and Evaluation Unit, certain activities of the Treaty and Legal Affairs Branch, such as the review of the legal aspects of project documents and agreements, and the Finance Support Service. It also includes the Management Advisory Unit and the Information Support Unit, both integrated into the Division for Administrative and Common Services of UNOV. The Liaison Office at United Nations Headquarters reports, henceforth, to the Director, Division for External Relations.

148. The reimbursement for administrative services provided by UNOV and OIDS are budgeted for in this component. As indicated in section X above, the reimbursement for services provided by UNDP (headquarters) and by UNDP (field offices) are budgeted for under programme support, country offices.

A. Management (budget: $5,300,100)

149. The Office of the Executive Director (budget: $1,372,000) will have a volume increase of $25,100 mainly related to the inclusion of contractual services (see above). The movement of posts will include the transfer of the Spokesperson at the P-5 level to the Division for External Relations, together with one support staff and the addition of a Programme Management Officer at the P-4 level. Related volume decreases amount to $32,100. Other components were adjusted slightly. Cost changes include increases of $40,500 for salary costs and $13,800 for inflation, and a decrease of $3,300 for exchange rate fluctuations.

150. The Division for External Relations is established within the context of the proposed reorganization of UNDCP. The Division consists of the Director, the Liaison Office at United Nations Headquarters, the External Relations and Fund Raising Unit, the Public Information Unit, the Inter-agency Coordination Unit and the Planning and Evaluation Unit. The latter is being considered as support to programmes.

151. In the Division for External Relations, Director (budget: $486,900), the staffing resources will be a Director at the D-2 level, transferred from the Division for Treaty Affairs and a General Service post, principal level, transferred from the External Relations and Fund Raising Unit.

152. The Liaison Office at United Nations Headquarters (budget: $855,200) shows a volume decrease of $294,800 mainly related to the transfer of the Public Information Officer at the P-3 level to the Public Information Unit, to act as the Speechwriter. The related volume decrease amounts to $204,700. A major decrease of $82,500 is also provided for under the equipment component, since all major information technology replacements were carried out in the previous biennium. Other components were decreased in line with the reduction of one post. Costing increases are $72,000 for salaries and $3,000 for other costs.

153. The External Relations and Fund Raising Unit (budget: $1,277,500) will have a volume decrease of $929,200, including a decrease of $1,015,100 for staffing resources and an increase of $84,900 for contractual services, related to the workstation support fee and the inclusion of ProFi requirements. Staffing changes include the transfer of an Evaluation Officer at the P-3 level to the Planning and Evaluation Section, two Public Information Officers at the P-3 level and a support staff post to the Public Information Unit, as well as of a General Service post, principal level, to the Director, Division for External Relations, and a General Service post, other level, to the Global Programme on Money Laundering. Other related components have been decreased accordingly. There is an increase of $52,900 related to cost adjustments (increase of $48,500 for salary costs and $6,200 for inflation, and a decrease of $1,800 for exchange rate fluctuations).

154. The new Public Information Unit (budget: $805,800) will carry out the functions concerned with relations with the media and cooperation with the Department for Public Information. Those functions were previously carried out by the External Relations Unit. The staffing resources under the support budget of the Public Information Unit will be the Spokesperson at the P-5 level and a support staff post (transferred from the Office of the Executive Director), the Speechwriter at the P-4 level (P-3 post transferred from the Liaison Office at United Nations Headquarters, and reclassified to the P-4 level), and two Public Information Officers at the P-3 level and a support staff post from the External Relations and Fund Raising Unit.

155. The new Inter-agency Coordination Unit (budget: $397,400) will carry out the functions related to cooperation with other international organizations and non-governmental organizations, as well as with the private sector, previously carried out by the External Relations Unit. The staffing resources under the support budget of the Inter-agency Coordination Unit will be two Inter-agency Coordination Officers at the P-3 level and a support staff post (transferred from the External Relations and Fund Raising Unit).

156. For the Division for Treaty Affairs, Director there is no budgetary provision in the support budget. The post of Director and the support staff will be financed from the regular budget, resulting in a volume decrease of $349,600. Both posts funded by the support budget will be transferred to the Division for External Relations, Director.

157. The Treaty and Legal Affairs Branch (budget: $15,300) will experience a volume decrease of $118,700 mainly related to the transfer of the support function, previously appropriated for this Branch to the Finance Support Service. Small provisions have been made for the operations of the Branch in carrying out its functions related to the extrabudgetary activities, as most functions are funded from the regular budget.

158. The Global Programme on Money Laundering (budget: $90,000) requires the assistance of a support staff post to carry out the administrative functions for the global programme. One General Service, other level, post is therefore being transferred from the External Relations and Fund Raising Unit.

B. Administration (budget: $3,204,900)

159. The Programme Support Service consisted of the Finance Support Service and the Management Advisory Unit. In accordance with General Assembly resolution 45/179, UNOV provides for the administration of the Programme. In the field of human resources management, the Management Advisory Unit will be integrated in the Human Resources Management Section of UNOV with a view to streamlining and simplifying procedural matters, such as the control of the central staffing table. The financial responsibility for the Fund of UNDCP is delegated to the Executive Director. There is a need to maintain proper internal control through a clear segregation of duties between the budget preparation and issuance of allotments, as well as certification and oversight functions, carried out by the Finance Support Service, and the payment approval function and recording, carried out by the Financial Service of UNOV at the headquarters level and by UNDP at the field level. In view of the above, the financial support, including inter alia the budget preparation, issuance of allotments, financial oversight, and the preparation of the Fund accounts, will remain in the Finance Support Service, within the Division for Treaty Affairs.

160. The Finance Support Service (budget: $1,918,600) will see a volume increase of $210,000, consisting of an increase of $352,300 for staffing resources, of $20,000 for travel and of $93,800 for contractual services (workstation support fee and ProFi). Decreases totalling $256,100 are registered for all other components. Staffing movements consist of the transfer of a Programme Management Officer at the P-4 level from the Liaison Office at the European Institutions in Brussels, and two support staff from the Division for Treaty Affairs. The Programme Management Officer will be responsible for the substantive management of the ProFi system as well as for the preparation and administration of the Fund budgets. Some provision is made under travel for staff of the Service to attend hearings of the Advisory Committee and to conduct financial oversight or administrative training missions to field offices. Costing changes amount to $67,000 for salaries and to $46,900 for inflation. A decrease of $18,300 is shown for exchange rate fluctuations.

161. For the Management Advisory Unit (budget: $431,200), no change in the staffing table is proposed. There is a total volume decrease of $72,800 distributed between all components. Salaries have been re-costed with an increase of $16,400, and an increase is shown of $500 for inflation. Changes in the exchange rate result in a minor decrease of $100.

162. With a view to utilizing to the maximum extent possible available human resources in the field of information technology, the Information Support Unit was integrated with the Information Technology Section, UNOV. Although, the Unit will continue to provide substantive information management services to the Programme, it was considered that advantage should be taken from available knowledge and skills in the Information Technology Section, as well as from a unified approach, which was only possible through a full integration. This synergy has, for example, become essential in the development and implementation of the ProFi system, as well as in the increased utilization of the Internet facilities.

163. For the Information Support Unit (budget: $855,100), there is a volume increase of $441,400 resulting partly from the transfer of a Systems Analyst core post at the P-4 level from the programme budget, accounting for a volume increase of $177,400. Up to the biennium 2000-2001, the budget of the Unit was included in the budget of the Technical Services Branch. As of the biennium 2002-2003, the budget, including the staffing component, is detached and transferred to management and administration.

C. Reimbursement for services (budget: $1,776,400)

164. As explained above, there is a volume increase of $367,400 for the reimbursement of administrative services provided by UNOV, which is now set at $1,376,400 for the biennium. No change is proposed for the reimbursement to OIOS, which is set at $400,000. UNDCP uses OIOS to conduct audits of its headquarters and field operations and project activities. UNOV provides services to UNDCP, for which it receives reimbursement. The services include: personnel services (recruitment and administration of the staff rules for headquarters staff and international staff in the field); financial services (payroll, general accounting, treasury, expenditure approval); and general services (office space, buildings management, communications, mail and messenger service, issuance of United Nations official documents, travel and transportation assistance, support to central local area network computer services and electronic mail and Internet access).

Part five

Final biennial programme budget for the biennium 2000-2001

165. The final programme budget for 2000-2001 amounts to $117,356,100, which is about 79 per cent of the approved revised programme budget of $148.3 million. Table 19 provides a summary of the final programme budget by thematic area, region, executing modality and location, as compared to the approved revised budget. Volume decreases total $32.1 million, or 22 per cent, and costing increases amount to $1.1 million, or 0.8 per cent. Table A.4 provides summary information on the regional programme distribution, coupled with the support budget at field level.

166. Volume decreases are registered for all thematic areas, in particular for policy support, legislation and advocacy, where there is a reduction of $8.6 million, or 40 per cent. All other areas show a reduction of about 20 per cent. A regional comparison shows that the highest decreases in net terms are in the region of Latin America and the Caribbean, with $14.7 million, and the region of central and eastern Europe, west and central Asia and the Near and Middle East, with $7.8 million. In percentage terms, all regions show a decrease of around 20 per cent. The highest decrease in relation to executing modality is shown for UNDCP execution, falling by $23 million, or 34 per cent, from $68 million in the approved revised budget.

167. Table 20 shows the programmes by region and related support at the field level for the final programme budget as compared to the approved revised budget.

Table 19

Programme budget by thematic area, region, executing modality and location: cost and volume changes, 2000-2001

(Thousands of United States dollars)

Item	*2000-2001 Approved revised budget*	*Changes*				*2000-2001 Final expenditure estimates*
		Cost		*Volume*		
		Inc (dec)	*%*	*Inc (dec)*	*%*	
Thematic area						
Policy support, legislation and advocacy	21 584.3	125.5	0.6	(8 603.3)	(40)	13 106.6
Prevention and reduction of drug abuse	39 221.9	316.5	0.8	(6 497.5)	(17)	33 040.9
Elimination of illicit crops	37 823.2	301.8	0.8	(6 615.6)	(17)	31 509.4
Suppression of illicit drug trafficking	49 668.6	380.3	0.8	(10 349.7)	(21)	39 699.2
Total	**148 298.0**	**1 124.2**	**0.8**	**(32 066.1)**	**(22)**	**117 356.1**
Region						
Global	21 513.6	68.8	0.3	(4 619.2)	(21)	16 963.3
Africa	6 714.1	63.8	1.0	(1 158.9)	(17)	5 619.0
Central and eastern Europe, west and central Asia, Near and Middle East	35 191.1	321.3	0.9	(7 836.9)	(22)	27 675.4
South Asia, east Asia and the Pacific	21 550.3	295.0	1.4	(3 734.7)	(17)	18 110.6
Latin America and the Caribbean	63 328.9	375.2	0.6	(14 716.3)	(23)	48 987.8
Total	**148 298.0**	**1 124.2**	**0.8**	**(32 066.1)**	**(22)**	**117 356.1**
Executing modality						
UNDCP	67 959.9	434.5	0.6	(23 031.4)	(34)	45 363.0
Agency	39 460.6	364.2	0.9	(1 802.1)	(5)	38 022.7
National	40 877.5	325.4	0.8	(7 232.6)	(18)	33 970.3
Total	**148 298.0**	**1 124.2**	**0.8**	**(32 066.1)**	**(22)**	**117 356.1**
Location						
Headquarters	20 992.3	198.9	0.9	(428.4)	(2)	20 762.8
Country level	127 305.7	925.3	0.7	(31 637.7)	(25)	96 593.3
Total	**148 298.0**	**1 124.2**	**0.8**	**(32 066.1)**	**(22)**	**117 356.1**

Table 20
Regional distribution of programmes and support, 2000-2001, revised and final

Region	*Revised 2000-2001*		*Final 2000-2001*	
	Amount (thousands of dollars)	*Percentage*	*Amount (thousands of dollars)*	*Percentage*
Africa				
Programme	6 714.1	67.6	5 619.0	62.7
Field level support	3 217.4	32.4	3 341.2	37.3
Total	**9 931.5**	**100**	**8 960.2**	**100**
Central and eastern Europe, west and central Asia, the Near and Middle East				
Programme	35 191.0	87.0	27 675.4	85.4
Field level support	5 278.6	13.0	4 721.3	14.6
Total	**40 469.6**	**100**	**32 396.7**	**100**
South Asia, east Asia and the Pacific				
Programme	21 550.4	80.0	18 110.6	78.9
Field level support	5 403.1	20.0	4 829.4	21.1
Total	**26 953.5**	**100**	**22 940.0**	**100**
Latin America and the Caribbean				
Programme	63 329.0	91.6	48 987.8	89.5
Field level support	5 798.9	8.4	5 759.9	10.5
Total	**69 127.9**	**100**	**54 747.7**	**100**
Total				
Programme	**126 784.5**	**86.6**	**100 392.8**	**84.3**
Field level support	**19 698.0**	**13.4**	**18 651.8**	**15.7**
Grand total	**146 482.5**	**100**	**119 044.6**	**100**

Part six

Initial biennial programme budget for the biennium 2002-2003

XIV. Programme priorities

168. The mandate of UNDCP encompasses fields as diverse as the promotion of subregional cooperation, prevention, treatment, social rehabilitation, law enforcement, judicial systems, forensic chemistry and alternative development. UNDCP drug control initiatives must not only be broad in scope, but also targeted and results-oriented. Furthermore, the sheer magnitude of the drug problem, its geographical reach and diverse social contexts call out for innovative approaches. UNDCP cannot simply fund, design and implement programmes aimed at tackling drug abuse and trafficking, no matter how large or technically sound, without first addressing one crucial question: How can UNDCP best support the international community in the fight against drug abuse and illicit trafficking, taking into account its comparative advantages and limited human and financial resources?

169. The current "best" answer to the above question is reflected in the medium-term plan for the United Nations for the period 2002-2005, adopted by the General Assembly in December 2000. In the programme on international drug control in that document, the basic objectives for UNDCP are outlined, providing direction for all UNDCP activities, including those now being implemented and possible future initiatives. The priorities outlined in the following pages are based on the medium-term plan and include the ways and means that will be employed to attain those objectives. Biennial UNDCP budgets, including both the regular budget of the United Nations and the programmes described in the biennial programme budget of the Fund of UNDCP, describe individual programmes more precisely. Since approximately 90 per cent of the resources of UNDCP come from voluntary contributions, and most of those are earmarked for specific activities, these priorities will not be fully achieved without an adequate—and predictable—resource base.

170. The three main drug control conventions[1] and other international instruments[2] together constitute the consensus of the international community on a comprehensive, balanced strategy for the fight against drug abuse and trafficking. While the older mandates remain valid, of particular importance for the next six years is the outcome of the twentieth special session of the General Assembly, at which the international community committed itself to goals and targets for the reduction of both the demand for and supply of illicit drugs.

171. Taking into account the needs of the international community and the comparative strengths of UNDCP, the mandate gives UNDCP a number of interrelated responsibilities. UNDCP has been requested to act as a focal point for international drug control efforts and to coordinate drug control activities within the United Nations system. The Programme is also expected to maintain, advance and promote international norms and standards for drug control; to gather information and conduct and disseminate analyses on drug abuse, trafficking and effective countermeasures; and to provide technical advice and assistance to Member States.

Table 21

Programme budget by thematic area, region, executing modality and location: cost and volume changes, 2002-2003

(Thousands of United States dollars)

		2000-2001	Changes				2002-2003
			Cost		Volume		
Item		*Approved revised budget*	*Inc/(dec)*	*%*	*Inc/(dec)*	*%*	*Proposed initial budget*
Thematic area							
Policy support, legislation and advocacy		21 584.3	206.6	1.0	(8 781.5)	(41)	13 009.5
Prevention and reduction of drug abuse		39 221.9	513.3	1.3	1 493.5	4	41 228.7
Elimination of illicit crops		37 823.2	430.6	1.1	(5 822.5)	(15)	32 431.2
Suppression of illicit drug trafficking		49 668.6	637.0	1.3	(6 963.3)	(14)	43 342.3
	Total	**148 298.0**	**1 787.4**	**1.2**	**(20 073.8)**	**(14)**	**130 011.6**
Region							
Global		21 513.6	167.6	0.8	(11 292.2)	(52)	10 389.0
Africa		6 714.1	145.5	2.2	7 828.6	117	14 688.2
Central and eastern Europe, west and central Asia, Near and Middle East		35 191.1	519.9	1.5	(13 598.6)	(39)	22 112.3
South Asia, east Asia and the Pacific		21 550.3	464.0	2.2	4 012.1	19	26 026.4
Latin America and the Caribbean		63 328.9	490.5	0.8	(7 023.7)	(11)	56 795.7
	Total	**148 298.0**	**1 787.4**	**1.2**	**(20 073.8)**	**(14)**	**130 011.6**
Executing modality							
UNDCP		67 959.9	917.5	1.4	(3 018.7)	(4)	65 858.7
Agency		39 460.6	287.5	0.7	(18 643.6)	(47)	21 104.5
National		40 877.5	582.4	1.4	1 588.5	4	43 048.4
	Total	**148 298.0**	**1 787.4**	**1.2**	**(20 073.8)**	**(14)**	**130 011.6**
Location							
Headquarters		20 992.3	159.0	0.8	(10 248.3)	(49)	10 903.0
Country level		127 305.7	1 628.5	1.3	(9 825.6)	(8)	119 108.6
	Total	**148 298.0**	**1 787.4**	**1.2**	**(20 073.8)**	**(14)**	**130 011.6**

Table 22

Programme budget by thematic area, region, executing modality and location: source of funding, 2000-2001 and 2002-2003

(Thousands of United States dollars)

Item	2000-2001 approved revised budget			2000-2001 expenditure estimates			2002-2003 proposed initial budget		
	General-purpose	Special-purpose	Total	General-purpose	Special-purpose	Total	General-purpose	Special-purpose	Total
Thematic area									
Policy support, legislation and advocacy	5 674.0	15 910.3	21 584.3	5 754.0	7 352.5	13 106.6	1 962.1	11 047.3	13 009.5
Prevention and reduction of drug abuse	2 418.1	36 803.8	39 221.9	1 839.3	31 201.6	33 040.9	944.3	40 284.4	41 228.7
Elimination of illicit crops	3 322.9	34 500.3	37 823.2	3 620.4	27 889.0	31 509.4	1 050.0	31 381.2	32 431.2
Suppression of illicit drug trafficking	7 403.6	42 265.0	49 668.6	6 147.8	33 551.4	39 699.2	3 008.5	40 333.8	43 342.3
Total	**18 818.6**	**129 479.4**	**148 298.0**	**17 361.6**	**99 994.5**	**117 356.1**	**6 964.9**	**123 046.7**	**130 011.6**
Region									
Global	6 234.2	15 279.4	21 513.6	5 809.9	11 153.4	16 963.3	2 611.7	7 777.3	10 389.0
Africa	587.7	6 126.4	6 714.1	500.9	5 118.1	5 619.0	576.0	14 112.2	14 688.2
Central and eastern Europe, west and central Asia, Near and Middle East	6 948.3	28 242.8	35 191.1	5 930.7	21 744.7	27 675.4	906.2	21 206.1	22 112.3
South Asia, east Asia and the Pacific	1 236.0	20 314.3	21 550.3	1 312.0	16 798.7	18 110.6	854.3	25 172.1	26 026.4
Latin America and the Caribbean	3 812.4	59 516.5	63 328.9	3 808.1	45 179.7	48 987.8	2 016.7	54 779.0	56 795.7
Total	**18 818.6**	**129 479.4**	**148 298.0**	**17 361.6**	**99 994.5**	**117 356.1**	**6 964.9**	**123 046.7**	**130 011.6**
Executing modality									
UNDCP	10 656.8	57 303.1	67 959.9	7 351.6	38 011.4	45 363.0	4 641.6	61 217.1	65 858.7
Agency	5 700.8	33 759.8	39 460.6	7 223.0	30 799.7	38 022.7	1 200.0	19 904.5	21 104.5
National	2 461.0	38 416.5	40 877.5	2 787.0	31 183.4	33 970.3	1 123.3	41 925.1	43 048.4
Total	**18 818.6**	**129 479.4**	**148 298.0**	**17 361.6**	**99 994.5**	**117 356.1**	**6 964.9**	**123 046.7**	**130 011.6**
Location									
Headquarters	2 595.1	18 397.2	20 992.3	6 496.6	14 266.2	20 762.8	2 861.7	8 041.3	10 903.0
Country level	16 223.5	111 082.2	127 305.7	10 865.0	85 728.3	96 593.3	4 103.2	115 005.5	119 108.6
Total	**18 818.6**	**129 479.4**	**148 298.0**	**17 361.6**	**99 994.5**	**117 356.1**	**6 964.9**	**123 046.7**	**130 011.6**

UNDCP is a relatively small United Nations Programme with a network of field offices. It acts in close collaboration with a number of international bodies[3] and endeavours to ensure coordination and complementarity of action to reduce drug abuse and illicit trafficking. Where appropriate, UNDCP promotes the inclusion of drug control concerns in social and economic development programmes of these and other organizations. Increasing attention is also being given to collaboration with non-governmental organizations, the private sector and civil society at large.

172. Experience has shown that it is not only good policy, but it is also essential for the long-term success of drug control initiatives that they be fully in harmony with complementary goals set by the United Nations. Therefore, in pursuing its drug control objectives UNDCP will ensure, for example, that gender analysis will be conducted in programme needs assessment, data gathered will be disaggregated by gender and gender impact evaluation will be integrated fully into the way UNDCP does business. Likewise, the goal of poverty alleviation will go hand in hand with the drug control objective of alternative development projects. Finally, all UNDCP initiatives will be developed in a dialogue with concerned Governments, and aim at supporting good governance and strengthening safeguards of human rights.

173. The UNDCP priorities described in the following sections set forth the strategic direction for the Programme for the period 2002-2005 and are organized by the four thematic areas of UNDCP work. Each section identifies the substantive priorities as well as the strategy employed. More specific details of ongoing work and future plans at the global, regional and country levels are contained in the respective result-based summary programme frameworks in section XVIII contained in the addendum to the present document.

A. Policy support, legislation and advocacy

174. UNDCP supports the fundamental roles played by the policy-making bodies — most notably the Commission and the International Narcotics Control Board. UNDCP also provides effective support to the Board and assists the Board and Governments in establishing, maintaining and strengthening national and international controls over licit supplies of narcotic drugs, psychotropic substances and their precursors. Those activities are funded mainly by the regular budget. Table 23 outlines the proposed budget for 2002-2003 as compared with the approved revised budget for 2000-2001.

175. UNDCP will continue to support the Commission in carrying out its mandate to monitor and analyse drug abuse worldwide and to identify remedial action needed to be undertaken by Governments and the international community. UNDCP will undertake comprehensive assessments of the global drug problem for the purpose of expanding knowledge, thereby enhancing the capacity of the international community to analyse its impact, forecast trends and develop countermeasures to propose to Governments.

176. UNDCP will provide Governments with legal advice and assistance to permit them to adopt, in line with the international drug control conventions, adequate laws and regulations on the control of licit drug supply, addressing in particular gaps in the national control of psychotropic substances and precursors. Further, the Programme will assist Governments in the establishment and strengthening of

national drug control administrations through technical assistance for institution-building and training of drug control administrators and inspectors. Support will also be provided to national drug regulatory authorities in their efforts to develop and strengthen the technical capacity of pharmaceutical and chemical control laboratories, thereby enhancing the control of precursors and pharmaceutical preparations containing drugs under international control.

177. UNDCP will continue to assist Governments in meeting the targets and goals they established for themselves at the twentieth special session of the General Assembly in the measures adopted in the fields of judicial cooperation and money-laundering, as well as meeting the obligations undertaken by States with the adoption of the United Nations Convention against Illicit Trafficking in Narcotic Drugs and Psychotropic Substances of 1988. Assistance will continue to be provided to requesting States in drafting comprehensive legislation to establish drug-trafficking and money-laundering offences, as well as to enable them to cooperate internationally, especially through mutual legal assistance and extradition. The Programme will also continue to train judges, prosecutors, law enforcement officials and financial investigators.

178. Improved national capacities to coordinate drug control activities and to develop and implement comprehensive, balanced drug control policies and strategies constitute another important objective. UNDCP will sensitize Governments to the need for effective national institutions to plan and coordinate drug control efforts; comprehensive, multisectoral national drug control strategies and plans; and the inclusion of drug control concerns in national development plans and activities. It will provide technical support to Governments to establish and strengthen national drug control coordination and planning institutions through training and other means; to elaborate national drug control strategies and plans; and to identify international partners to help Governments to implement them.

179. UNDCP will endeavour to facilitate cooperation between countries in selected subregions, as well as between subregions. It will assist Governments in drawing up and implementing measures to address and solve common problems, and in assessing the effectiveness of their efforts. Subregional and regional organizations will be invited to participate, as appropriate. The Programme will promote joint initiatives among Governments of adjacent countries affected by similar drug control problems, in particular those with a marked transnational character such as illicit drug trafficking. UNDCP will support the drawing up of memoranda of understanding between Governments, providing for exchange of information, joint plans of action, mutual support on drug control issues of common concern and assessment of the effectiveness of those efforts. The provision of technical assistance will further support the formulation and implementation of subregional drug control plans of action. UNDCP will encourage the association of subregional organizations with intergovernmental drug control initiatives.

180. A central objective of UNDCP work is to ensure greater unity of purpose and coherence of action in drug control by the international community, including coordination to ensure complementarity and non-duplication of drug control activities across the United Nations common system. Broadening the network of partner agencies and organizations, both within the United Nations system, including the international financial institutions, and among other regional and global intergovernmental and other organizations is key to that objective.

Table 23

Policy support, legislation and advocacy, by region, executing modality and location: cost and volume changes and source of funding, 2000-2001 and 2002-2003

(Thousands of United States dollars)

	2000-2001 approved revised budget			*Changes*				*2002-2003 proposed initial budget*		
				Cost		*Volume*				
Item	*General-purpose*	*Special-purpose*	*Total*	*Inc/(dec)*	*%*	*Inc/(dec)*	*%*	*General-purpose*	*Special-purpose*	*Total*
Region										
Global	1 815.2	7 182.9	8 998.1	77.4	0.9	(4 273.5)	(47)	1 811.7	2 990.3	4 802.0
Africa	151.3	1 416.0	1 567.3	28.1	1.8	1 244.4	79	0.8	2 839.1	2 839.9
Central and eastern Europe, west and central Asia, Near and Middle East	3 412.0	4 231.0	7 643.0	50.4	0.7	(5 551.6)	(73)	49.6	2 092.2	2 141.8
South Asia, east Asia and the Pacific	215.3	942.3	1 157.6	44.3	3.8	1 283.2	111	100.0	2 385.1	2 485.1
Latin America and the Caribbean	80.2	2 138.1	2 218.3	6.4	0.3	(1 484.0)	(67)	--	740.7	740.7
Total	**5 674.0**	**15 910.3**	**21 584.3**	**206.6**	**1.0**	**(8 781.5)**	**(41)**	**1 962.1**	**11 047.3**	**13 009.5**
Executing modality										
UNDCP	4 376.2	12 030.0	16 406.2	200.0	1.2	(4 013.0)	(24)	1 962.1	10 631.1	12 593.3
Agency	905.4	3 360.8	4 266.2	5.8	0.1	(3 906.5)	(92)	--	365.5	365.5
National	392.4	519.5	911.9	0.8	0.1	(862.0)	(95)	--	50.7	50.7
Total	**5 674.0**	**15 910.3**	**21 584.3**	**206.6**	**1.0**	**(8 781.5)**	**(41)**	**1 962.1**	**11 047.3**	**13 009.5**
Location										
Headquarters	921.9	2 585.1	3 507.0	76.3	2.2	1 218.7	35	1 811.7	2 990.3	4 802.0
Country level	4 752.1	13 325.2	18 077.3	130.4	0.7	(10 000.2)	(55)	150.4	8 057.1	8 207.5
Total	**5 674.0**	**15 910.3**	**21 584.3**	**206.6**	**1.0**	**(8 781.5)**	**(41)**	**1 962.1**	**11 047.3**	**13 009.5**

181. In line with the Administrative Committee on Coordination guidance note for United Nations system activities to counter the world drug problem, particular attention will be given to the incorporation of the drug control issue into the work programmes of other agencies and organizations. Cooperation and coordination at the field level will be pursued through the efforts of UNDCP field offices, taking full advantage of the common country assessment (CCA) process and the United Nations Development Assistance Framework (UNDAF). In addition, UNDCP will further develop cooperation with relevant global and regional intergovernmental organizations outside the United Nations system. Non-governmental organizations are particularly effective in implementing activities to prevent and reduce drug abuse.

182. UNDCP will seek greater cooperation with non-governmental organizations and work to assist them in enhancing their capacities and in promoting cooperation among them.

183. UNDCP aims at increasing awareness among decision and opinion makers and the general public of the problem of drug abuse and its consequences. With a view to encouraging their participation and involvement in the search for solutions to the drug problem, UNDCP tries to reach political decision makers through the media and public information activities, accompanied by initiatives to mobilize civil society and the organization of high-profile thematic events. UNDCP will also widely disseminate up-to-date information and analysis on drug control issues both to specialized audiences and to the general public through its technical publications, online Internet sites and other means. The Programme will also direct attention to the public at large, in particular through mass campaigns and appeals to the private sector.

B. Prevention and reduction of drug abuse

184. The international community is attaching greater importance to addressing the illicit demand for drugs as an essential component of a comprehensive, well-balanced approach to drug control. Particular attention is being given to measures that help prevent initial abuse and dependence and to stopping the spread of HIV infection associated with drug abuse. The core function of UNDCP in demand reduction is the development of strategies and the identification of the means by which the illicit demand for drugs can be reduced.

185. In the Declaration on the Guiding Principles of Drug Demand Reduction, adopted by the General Assembly at its twentieth special session (resolution S-20/3, annex, of 10 June 1998), it is emphasized that demand reduction strategies and programmes should be based on regular, comprehensive and systematic assessments of the nature and magnitude of drug use and drug-related problems, drawing on results of relevant studies, allowing for geographical considerations and using similar definitions, indicators and procedures to assess the drug situation. Demand reduction strategies and programmes should also be built on knowledge acquired from research as well as lessons derived from past programmes.

Table 24

Prevention and reduction of drug abuse by region, executing modality and location: cost and volume changes and source of funding, 2000-2001 and 2002-2003

(Thousands of United States dollars)

	2000-2001 approved revised budget			*Changes*				*2002-2003 proposed initial budget*		
				Cost		*Volume*				
Item	*General purpose*	*Special purpose*	*Total*	*Inc/(dec)*	*%*	*Inc/(dec)*	*%*	*General purpose*	*Special purpose*	*Total*
Region										
Global	631.3	4 159.0	4 790.3	41.5	0.9	(2 257.8)	(47)	–	2 574.0	2 574.0
Africa	276.4	2 482.7	2 759.1	64.6	2.3	3 698.0	134	17.3	6 504.4	6 521.7
Central and eastern Europe, west and central Asia, Near and Middle East	64.5	4 064.1	4 128.6	126.8	3.1	1 138.2	28	50.0	5 343.6	5 393.6
South Asia, east Asia and the Pacific	901.5	3 154.5	4 056.0	95.8	2.4	1 222.0	30	377.0	4 996.9	5 373.9
Latin America and the Caribbean	544.4	22 943.5	23 487.9	184.5	0.8	(2 306.9)	(10)	500.0	20 865.5	21 365.5
Total	**2 418.1**	**36 803.8**	**39 221.9**	**513.3**	**1.3**	**1 493.5**	**4**	**944.3**	**40 284.4**	**41 228.7**
Executing modality										
UNDCP	1 413.5	10 680.1	12 093.6	245.2	2.0	7 353.9	61	444.3	19 248.4	19 692.7
Agency	677.9	4 831.3	5 509.2	25.3	0.5	(3 504.0)	(63)	–	2 030.5	2 030.5
National	326.7	21 292.4	21 619.1	242.8	1.1	(2 356.4)	(11)	500.0	19 005.5	19 505.5
Total	**2 418.1**	**36 803.8**	**39 221.9**	**513.3**	**1.3**	**1 493.5**	**4**	**944.3**	**40 284.4**	**41 228.7**
Location										
Headquarters	392.9	5 979.9	6 372.8	35.1	0.6	(3 570.1)	(56)	–	2 839.0	2 838.0
Country level	2 025.2	30 823.9	32 849.1	477.9	1.5	5 063.6	15	944.3	37 445.4	38 390.7
Total	**2 418.1**	**36 803.8**	**39 221.9**	**513.3**	**1.3**	**1 493.5**	**4**	**944.3**	**40 284.4**	**41 228.7**

186. In order to provide Member States with timely and appropriate technical advice and support to assist them in meeting the time-bound targets of 2003 and 2008 for demand reduction, UNDCP will concentrate its efforts on the three main priority areas indicated below. Table 24 outlines the proposed budget for 2002-2003 as compared with the approved revised budget for 2000-2001.

187. First is the establishment and maintenance of a reliable and sustainable system for Member States to assess the nature and extent of their drug abuse situation. That includes facilitating of the development and adoption of global harmonized indicators and measures of drug abuse and for the identification and monitoring of emerging trends in illicit drug use, thereby contributing to the building up of a sound information base on the drug abuse situation at the national, regional and global levels.

188. The second priority area is the development of an experience-driven, evidence-supported and internationally recognized knowledge base on successful and promising approaches in drug abuse prevention; the treatment and rehabilitation of drug abusers; prevention of HIV/AIDS among drug abusers in both developed and developing countries; and the dissemination of information to Member States on how best to address the drug abuse problem at the country, regional and global levels.

189. Finally, support will be given to Governments by such means as the provision of technical and legal advice, expert meetings and technical cooperation projects addressing national, subregional, regional and global concerns. Priority will be given to the provision of technical advice and assistance on interconnected prevention, treatment and rehabilitation programmes, in particular pilot and demonstration activities. Those programmes will be implemented in the context of wider health, education and other programmes within the social development framework together with other agencies. The projects will serve as practical examples of what can be done in specific situations, the principles of which can be transferred elsewhere.

190. Initiatives related to the priority areas will entail the establishment, development and utilization of resource networks of demand reduction advisers and technical experts in all regions of the world. Such networks will draw on the expertise available from a broad range of governmental, non-governmental and other civil society organizations, and will include representatives from the academic, research, planning, youth and grass-roots practitioner communities. A participatory and gender-sensitive approach to the promotion, formulation and implementation of initiatives will be followed.

191. Special attention will be devoted to the promotion and support of research on, and evaluation of, the application of demand reduction techniques. The knowledge obtained will be transferred to beneficiaries through technical cooperation projects, fostering community participation where feasible and relying to the greatest extent possible on the use of partnerships with other institutions, including other agencies of the United Nations system such as the Office of the United Nations High Commissioner for Refugees (UNHCR), UNAIDS, UNICEF, UNFPA, ILO, UNESCO and WHO. To that end, those agencies will be engaged in an active dialogue in order to elicit their support for and involvement in the UNDCP programme of work, and UNDCP will also promote the mainstreaming of demand reduction initiatives into the ongoing programmes of such agencies. In particular,

specific actions will be identified and supported to counter drug-related problems, together with other cross-cutting socio-economic developmental priorities such as poverty alleviation, workplace and employment conditions, refugees etc. The mobilization of civil society in demand reduction activities will be encouraged.

C. Elimination of illicit crops

192. In order to provide Member States with timely and appropriate technical advice and support, thereby contributing, in the most cost-effective way, to assisting them to meet the time-bound targets of 2003 and 2008, UNDCP will concentrate its efforts on the main priority areas described below. Table 25 outlines the proposed budget for 2002-2003 as compared with the approved revised budget for 2000-2001.

193. UNDCP will ensure the availability to Governments of useful and reliable data, information and analyses on the nature of, and patterns and trends in, cultivation of illicit crops to enable them to formulate effective policies, strategies and countermeasures. UNDCP will continue to operate its core programme to monitor the cultivation and yields of illicit crops, with the aim of compiling reliable and internationally comparable data. Equipment, training, supervision and development of applications for data compilation and analysis will continue to be provided to support the further development of national mechanisms to monitor illicit crops with satellite images, together with ground and aerial surveys. The global support project will ensure that the methodologies used for the national projects are harmonized, so that the data collected can be compared at the global level by UNDCP. Such data and analysis will assist the Commission as it monitors progress made in implementing the objectives established by the General Assembly at its twentieth special session. In order to facilitate access to modern surveying methods, in particular to satellite-based technology, UNDCP has established a partnership with the European Space Agency. Under the scientific support programme, objective methods will also be provided for assessing the yield of illicit narcotic crops.

194. UNDCP will also seek to expand the information available to Governments, international organizations and experts on effective strategies, approaches, projects and programmes to eliminate illicit crops. In the Action Plan on International Cooperation on the Eradication of Illicit Drug Crops and on Alternative Development, adopted by the General Assembly at its twentieth special session (resolution S-20/4 E of 10 June 1998), Member States confirmed that alternative development should be a principal component of the UNDCP strategy to support the efforts of the international community to eliminate illicit crops. UNDCP has a key role to play in mobilizing international cooperation, on the basis of shared responsibility, to support national efforts in this area. In line with the Action Plan, advice and technical assistance will be provided to improve and strengthen existing processes and to implement new and innovative alternative development programmes at the national and regional levels. At the project level, UNDCP has an important catalytic role to play and activities will therefore also focus on the identification, analysis and development of best practices. Alternative development projects also support data collection in the field, complementing the work of the crop monitoring programme. Knowledge will be drawn from the expertise available from a broad range of governmental, non-governmental and other civil society organizations, including representatives of the academic, research, scientific,

Table 25

Elimination of illicit crops by region, executing modality and location: cost and volume changes and source of funding, 2000-2001 and 2002-2003

(Thousands of United States dollars)

	2000-2001 approved revised budget			Changes				2002-2003 proposed initial budget		
				Cost		Volume				
Item	*General-purpose*	*Special-purpose*	*Total*	*Increase*	*%*	*Increase*	*%*	*General-purpose*	*Special-purpose*	*Total*
Region										
Global	507.7	864.0	1 371.7	6.8	0.5	(1 958.5)	(70)	50.0	370.0	420.0
Africa	--	--	--	--		--		--	--	--
Central and eastern Europe, west and central Asia, Near and Middle East	418.7	5 021.5	5 440.2	21.2	0.4	(4 561.4)	(84)	--	900.0	900.0
South Asia, east Asia and the Pacific	10.3	10 771.3	10 781.6	259.8	2.4	3 531.2	33	--	14 572.6	14 572.6
Latin America and the Caribbean	2 386.2	17 843.5	20 229.7	142.8	0.7	(3 833.9)	(19)	1 000.0	15 538.6	16 538.6
Total	**3 322.9**	**34 500.3**	**37 823.2**	**430.6**	**1.1**	**(5 822.5)**	**(15)**	**1 050.0**	**31 381.2**	**32 431.2**
Executing modality										
UNDCP	906.9	13 375.7	14 282.6	196.9	1.4	348.3	2	50.0	14 777.8	14 827.8
Agency	2 294.3	15 431.4	17 725.7	173.5	1.0	(4 833.2)	(27)	1 000.0	12 065.9	13 065.9
National	121.7	5 693.2	5 814.9	60.2	1.0	(1 337.6)	(23)	--	4 537.5	4 537.5
Total	**3 322.9**	**34 500.3**	**37 823.2**	**430.6**	**1.1**	**(5 822.5)**	**(15)**	**1 050.0**	**31 381.2**	**32 431.2**
Location										
Headquarters	539.9	5 605.7	6 145.6	5.6	0.1	(5 731.2)	(93)	50.0	370.0	420.0
Country level	2 783.0	28 894.6	31 677.6	425.0	1.3	(91.3)	(0)	1 000.0	31 011.2	32 011.2
Total	**3 322.9**	**34 500.3**	**37 823.2**	**430.6**	**1.1**	**(5 822.5)**	**(15)**	**1 050.0**	**31 381.2**	**32 431.2**

planning and grass-roots communities. A participatory and gender-sensitive approach to the promotion, formulation and implementation of initiatives will be followed. Additionally, other agencies within the United Nations system, inter alia, UNHCR, the United Nations Environment Programme (UNEP), UNICEF, ILO, FAO and WHO will be engaged in an active dialogue in order to elicit their support for and involvement, where appropriate, in the UNDCP programme of work. UNDCP will also promote the mainstreaming of alternative development activities, wherever appropriate, into the ongoing programmes of those and other agencies.

195. UNDCP will promote the incorporation of drug control concerns into national development planning cycles in order to ensure that macroeconomic, social and human development policies and programmes are adjusted to reflect, support and enhance the efficacy of efforts to reduce illicit crops. Likewise, it is through the integration of illicit crop reduction policies into mainstream national economic planning that Governments assisted by UNDCP will be able to promote co-participation in technical cooperation funding of the international financial institutions, the regional banks, multilateral and bilateral cooperation programmes and United Nations and other relevant agencies. That will contribute to strengthening international cooperation for alternative development, which is one of the main objectives of the Action Plan adopted by the General Assembly.

196. Finally, UNDCP will continue to assist Member States in the development and review of national alternative development and illicit crop reduction plans to increase their effectiveness. In that context, and on the basis of its extensive field experience, UNDCP will continue to promote the development of effective participatory models to involve farmers in the planning and management of alternative development activities. Equally important, UNDCP will remain active at the field level in coordinating policy and project planning between the recipient Government and donors, as required, and in promoting synergies and linkages between alternative development and other drug control projects in the fields of law enforcement, precursor control and drug abuse prevention.

D. Suppression of illicit drug trafficking

197. Effective measures to tackle illicit drug trafficking on the national and international levels are essential parts of the effort to limit the illicit supply of drugs and precursor chemicals. Table 26 outlines the proposed budget for 2002-2003 as compared with the approved revised budget for 2000-2001. At the national level, drug detection, identification and investigation techniques are employed, as is the targeting of criminal organizations and individuals involved in drug trafficking and money-laundering. Those approaches need to be placed within the appropriate legal and organizational framework through the adoption and implementation of national legislation. In that context, it is important to strengthen the technical capacities of drug-testing laboratories that support law enforcement and judicial institutions.

198. One basic impediment to efforts to control the illicit trafficking of drugs is that adequate information is often not available, and that which is available is often of poor quality. Governments need access to a broad range of accurate and reliable information and knowledge on illicit trafficking to be able to elaborate appropriate

drug control polices and strategies and to become parties to, and implement in full, the international drug control conventions.

199. UNDCP will strive to increase the effectiveness of international action against illicit drug trafficking. To that end, UNDCP will monitor the extent, nature and patterns of, and trends in, illicit drug trafficking, illicit movements of precursors, the illicit manufacture of drugs and the laundering of illicit proceeds, and ensure that useful and reliable data, information and analyses are available to Governments to enable them to formulate effective policies, strategies and countermeasures. UNDCP will seek to strengthen national and regional information collection systems and methodologies and to improve existing national and international databases on the illicit trafficking of drugs and precursors, ensure their compatibility, and facilitate better data comparison, exchange and analysis. It will increase the range and quality of information available to it by collaboration with key organizations, such as the International Criminal Police Organization (Interpol) and the Customs Cooperation Council (also known as the World Customs Organization) and regional organizations, and by acting as a repository of information on the illicit trafficking of narcotic drugs, psychotropic substances and precursors, including information on money-laundering.

200. The success of international action against illicit trafficking depends on the ability of Governments to formulate effective countermeasures at national, regional and international levels, in particular those required to fulfil the provisions of the 1988 Convention. It is therefore essential that the effectiveness of the implementation of those measures be continuously assessed and evaluated. Finally, knowledge about drug trafficking has to be translated into coordinated operational programmes. There is also the need for improved coordination, in certain subregions, of the provision of bilateral and multilateral technical assistance in drug control. In countries where national capacities remain weak, Governments need advice on, and assistance in, the development of effective countermeasures.

201. UNDCP will improve the quality of information held by it on countermeasures, strategies and policies in the field of drug law enforcement, legal development and cooperation, money-laundering and laboratory services. Through research, analysis and evaluation, UNDCP will broaden the knowledge of Governments and other organizations on countermeasures most likely to achieve success in the light of local circumstances. Finally, UNDCP will seek to improve the impact of efforts to suppress illicit drug trafficking by promoting approaches that have been proved effective. UNDCP will provide technical assistance to improve the capacity of Governments for sustainable and effective action against illicit trafficking, in particular the development of new countermeasures. Such assistance will concentrate in particular on training and improvement of the quality of national laboratory services through the development of internationally accepted standards and guidelines. The Programme will also promote coordination of bilateral and multilateral assistance in selected regions and promote subregional cooperation aimed at suppression of illicit trafficking.

202. UNDCP efforts will include the provision of expert technical assistance to law enforcement agencies to strengthen efforts to combat production and trafficking in illicit drugs. Assistance programmes include the provision of equipment for use by operational drug units, development of intelligence systems, cross-border and regional cooperation and training of law enforcement personnel. Training ranges

Table 26

Suppression of illicit drug trafficking by region, executing modality and location: cost and volume changes and source of funding, 2000-2001 and 2002-2003

(Thousands of United States dollars)

	2000-2001 approved revised budget			*Changes*				*2002-2003 proposed initial budget*		
				Cost		*Volume*				
Item	*General-purpose*	*Special-purpose*	*Total*	*Inc/(dec)*	*%*	*Inc/(dec)*	*%*	*General-purpose*	*Special-purpose*	*Total*
Region										
Global	3 280.0	3 073.5	6 353.5	41.8	0.7	(3 802.3)	(60)	750.0	1 843.0	2 593.0
Africa	160.0	2 227.7	2 387.7	52.8	2.2	2 886.1	121	557.9	4 768.7	5 326.6
Central and eastern Europe, west and central Asia, Near and Middle East	3 053.1	14 926.2	17 979.3	321.5	1.8	(4 623.9)	(26)	806.6	12 870.3	13 676.9
South Asia, east Asia and the Pacific	108.9	5 446.2	5 555.1	64.1	1.2	(2 024.4)	(36)	377.3	3 217.5	3 594.8
Latin America and the Caribbean	801.6	16 591.4	17 393.0	156.8	0.9	601.1	3	516.7	17 634.2	18 150.9
Total	**7 403.6**	**42 265.0**	**49 668.6**	**637.0**	**1.3**	**(6 963.3)**	**(14)**	**3 008.5**	**40 333.8**	**43 342.3**
Executing modality										
UNDCP	3 960.2	21 217.3	25 177.5	275.5	1.1	(6 708.0)	(27)	2 185.2	16 559.8	18 745.0
Agency	1 823.2	10 136.3	11 959.5	82.9	0.7	(6 399.8)	(54)	200.0	5 442.6	5 642.6
National	1 620.2	10 911.4	12 531.6	278.6	2.2	6 144.5	49	623.3	18 331.4	18 954.7
Total	**7 403.6**	**42 265.0**	**49 668.6**	**637.0**	**1.3**	**(6 963.3)**	**(14)**	**3 008.5**	**40 333.8**	**43 342.3**
Location										
Headquarters	740.4	4 226.5	4 966.9	41.8	0.8	(2 165.7)	(44)	1 000.0	1 843.0	2 843.0
Country level	6 663.2	38 038.5	44 701.7	595.2	1.3	(4 797.6)	(11)	2 008.5	38 490.8	40 499.3
Total	**7 403.6**	**42 265.0**	**49 668.6**	**637.0**	**1.3**	**(6 963.3)**	**(14)**	**3 008.5**	**40 333.8**	**43 342.3**

from basic courses on drugs to advanced operational techniques, surveillance and innovative approaches to tackling the drugs problem, including computer-based law enforcement training. Initiatives related to those priority areas will be undertaken in close collaboration with a broad range of law enforcement agencies and counterpart institutes in the scientific sector. Law enforcement contacts include national Governments, Interpol and the World Customs Organization as well as regional organizations. This allows UNDCP to draw on the considerable expertise available to facilitate the implementation of drug control measures. Further, UNDCP will gather information on drug law enforcement technical cooperation activities of bilateral and regional organizations and make it available to Member States to ensure complementarity and to avoid duplication.

203. Given the increasing linkages between drug trafficking and other aspects of transnational organized crime, UNDCP will build close synergies with the Centre for International Crime Prevention. Promotion of the United Nations Convention against Transnational Organized Crime (General Assembly resolution 55/25, annex I, of 15 November 2000) will also provide States with a complementary tool to combat drug trafficking.

E. Conclusion

204. UNDCP is committed to full implementation of the priority activities within existing resources. However, drug control activities must be adequately financed, and the ability of UNDCP to have an impact on drug abuse and trafficking worldwide is strongly correlated with the level of contributions made to the Fund of UNDCP, which finances nearly 90 per cent of its activities. The support of Governments—both political and financial—is therefore crucial for the success of any priority plan.

205. The priorities will serve as the basis for developing programmes and workplans of UNDCP. They will also be subject to continuous monitoring and review by UNDCP management in order to identify which elements work well, which need improvement and, equally important, which may need to be thoroughly reconsidered in consultation with Governments and other partners. It is thus intended that these priorities be updated every two years, taking account of lessons learned and trends in drug abuse and illicit trafficking.

XV. Resource mobilization and new funding windows

206. As shown in the resource plan (table 2) and in the financial summary (table 3), the proposed levels of the budget and expenditure for 2002-2003 are being reduced to stay within funding estimates, which are expected to decrease by 9.4 per cent in 2002-2003. As a result, the programme budget for 2002-2003 has been set at a lower level, as compared to 2000-2001, because a modest increase in income will be more than offset by a large decrease in the fund balance, which has been reduced due to improved programme delivery in the past few years.

207. In setting the proposed programme budget figure for 2002-2003, UNDCP undertook a further detailed analysis of the funding prospects for all its ongoing and pipeline programmes and programme components (projects). Projects, for which

only a limited chance of funding was felt to exist or were not considered of a high priority, were excluded from the proposed programme budget proposal. In other cases, projects with a high programme priority, but for which funding could not be reasonably foreseen on the basis of preliminary evidence or donor indications, are also not included in the proposed programme budget. However, should funding become available for those projects, the programme budget will be revised in the course of implementation. As has been demonstrated during the biennium 2000-2001, the capacity to implement a higher programme budget of around $150 million in 2002-2003 can be achieved with the existing infrastructure.

208. The proposed programme budget of $130 million included in the present document has been established taking into account the drug control priorities as indicated by the Member States through the Commission and through the General Assembly at its twentieth special session. It has, for obvious reasons, also had to take into account the anticipated availability of resources, nearly all of which must be based on voluntary earmarked contributions. That was done by a careful analysis on a programme-by-programme basis matching priorities with funding prospects. The analysis shows that funding for some 37 per cent of the proposed programme budget of $130 million for 2002-2003 is already secured from existing pledges and income. The balance of 63 per cent, or $82 million, can be funded from new income in 2002-2003. As the resource plan shows, adequate funds should become available from new income in 2002-2003 to cover the unfunded portion. Some $75 million, or 91 per cent, of the unfunded programme budget of $82 million is planned against special-purpose or earmarked funding in line with current donor earmarking trends. The balance of only 9 per cent, or $7 million, is part of the proposed programme budget to be funded from within planned general-purposes resources.

209. Voluntary contribution pledges were $52.8 million in 2000 and are estimated at about $51 million in 2001. It is expected that at least these levels of pledges will continue into the next biennium, with a gradual increase due to some further broadening of the donor base and contributions from seized or forfeited assets. Furthermore, cost-sharing agreements are already in hand to maintain continuing growth in contributions during 2002-2003.

210. It should be pointed out in this connection that pledges are in many cases for multi-year programmes, and are therefore normally applied to the budget for the year in which they are to be spent rather than the year in which they are pledged. Actual income during a given year thus contains some of the funds pledged during that particular year and other funds from pledges made in previous years. The total pledges during a year thus do not translate directly into the annual budget for that year. The volume of new pledges nevertheless provides a useful indication of overall progress in mobilizing resources for the Fund.

211. It should also be noted that some 75 per cent of the total pledges consist of earmarked funds, often with various additional conditions on the use of the funds. That makes the predictability and management of those resources extremely difficult. In addition, it does not allow UNDCP to respond quickly to new situations and develop innovative responses. Furthermore, specific earmarkings and other conditions are often confirmed late and are sometimes for extremely small proportions of total project budgets. That leads to implementation delays, accumulation of interest on unspent donor funds and at times to difficulties for UNDCP in recipient countries.

212. Member States are therefore urged to consider providing a larger share of their contributions in the form of general-purpose funds. OIOS, in its report AE 2001/14/1, recommended that UNDCP, in consultation with Member States and donors, should explore the possibility of a fixed percentage of pledges for general purposes in order to better secure the funding of the support and core programme budgets. Should that not be entirely possible, UNDCP appeals to donors to earmark their contributions in larger units and to larger programmes, avoiding the detailed earmarking to specific programme components. Lastly, donors have already been sensitized to the need for advancing their pledges and payments from the second to the first half of each year in order to maintain adequate cash flow, especially in the general-purpose fund which the Commission had requested management to draw down from its previous high levels.

213. There was some success in attracting increases in funding under the strategy followed in recent years aimed at increasing the number of government donors providing a minimum of $300,000 in general-purpose resources to the fund. That strategy helped in broadening the donor base with commitments from an increased number of countries to provide the resources, or to gradually reach that level of resources.

214. Also, the Fund Raising Unit, in close consultation with headquarters and field offices, is preparing a new fund-raising strategy targeting, inter alia, foundations, the private sector through partnership building, and various funds. Focus will also be placed on confiscated assets, and field offices will be active in promoting fund-raising activities at the local level. This new draft strategy will be submitted for consideration by the Commission. The implementation of Commission resolution 44/16, which, inter alia, requested the Executive Director to convene regular informal meetings between donor and recipient countries, is also a step forward towards increased ownership by all members of the Commission.

215. Considerably more success has been achieved in mobilizing resources under cost-sharing arrangements with four Latin American and some African countries. Cost-sharing arrangements are normally worked out in connection with a loan taken by the Government concerned from a multilateral lending institution. A portion of the borrowed funds is then provided to UNDCP by the Government for specific projects in the country. Cost-sharing arrangements of that type are indicative of the greater role being played in drug control by the international lending institutions. Both the World Bank and the Inter-American Development Bank have granted loans to Latin American countries for drug control work. The Asian Development Bank is providing a loan to the Lao People's Democratic Republic for development in poppy-growing areas. UNDCP funds a portion of the same project as part of its alternative development activities. The overall project has been designed collectively, in close collaboration with the Lao authorities. The Libyan Arab Jamahiriya is contributing the full cost of a UNDCP multisectoral drug control assistance project in the Libyan Arab Jamahiriya. Inter-agency cooperation between UNDCP and UNAIDS is growing, with the signing of agreements on funding in the area of HIV/AIDS and drug control.

216. Initiatives of the type described above underline the role of UNDCP as a catalyst for mobilizing resources from a variety of sources, whether or not the funds ultimately come through UNDCP. That becomes especially important when UNDCP-sponsored alternative development projects reach their end and funding for

general socio-economic development is still needed for the period following the elimination of the drug crop. The case of the Dir district in Pakistan is a clear example. While UNDCP has been able to fund this large-scale alternative development project over the time necessary to eliminate the last of the opium poppy and ensure a certain consolidation of the development work funded through the project, it is envisaged that a group of bilateral and multilateral aid programmes will step in to continue the development of the Dir district without the opium poppy.

217. The business plans that have been developed for Latin America in furtherance of the objectives set at the twentieth special session are built around the same principle, whereby UNDCP itself funds some of the activities, while lending institutions and other aid agencies take on other parts of the work. UNDCP has an important role to play in identifying the sources of funding and in facilitating project design and related interaction among the partners.

218. In Africa, UNDCP has attempted to structure its programmes along clear geographical and sectoral lines. Efforts will also be intensified to further develop different approaches to funding for Africa, for example, by addressing the drug issues not in isolation but as an integral part of broader issues such as health and security. That would permit greater recourse to resources from large aid programmes and from international financial institutions, which tend to follow the broad sectoral approach.

219. Overall, the level of the programme budget for the biennium 2002-2003 is predicated on what UNDCP considers to be a reasonable projection of likely income. While that cannot be a wholly scientific exercise because of the voluntary nature of all contributions to the Fund, it is possible to analyse current and recent trends and to benefit from the ongoing dialogue with donors to make a reasonable assumption of the likelihood of funding. Fund-raising priorities will focus on efforts to secure continued growth in contributions from traditional government sources, to broaden the base of government funding, to expand cost-sharing arrangements involving the international financial institutions and bilateral loan programmes and to identify private sector and other United Nations inter-agency funding sources such as UNAIDS.

XVI. Programme monitoring, evaluation and reporting

220. During 2002-2003, UNDCP will strengthen its capacity to monitor successes and failures in meeting the overall United Nations goals of substantially reducing the global supply and demand for illicit drugs; to evaluate the impact of its programmes and to identify best practices in drug control; and to report more systematically on global, regional and national trends, as well as on the progress of its programmes. This will be done in the framework of the results-based budget approach presented in the present document. Integral to results-based budgeting is a systematic and rigorous monitoring of progress towards results based on clearly defined indicators of achievement, as well as objective means for their verification. Both quantitative and qualitative measures are needed. In addition to regular monitoring, periodic in-depth evaluation will be fully integrated into the results-based budgeting framework.

221. A parallel development is the evaluation of activities at the programme level, in addition to the traditional project-by-project evaluation approach. The goal is to ensure the relevance of actions undertaken, and provide a better basis to assess results, outcomes, impact and sustainability. The first few programme-level evaluations were carried out in 2001. The number will be expanded in coming years until all programmes are regularly evaluated at that level. At the same time, evaluations of individual projects continue, and it is anticipated that a total of some 55 project evaluations will also be completed during the biennium 2000-2001. The coming biennium will also see a series of thematic evaluations of UNDCP projects. Such evaluations have as their primary goal to extract lessons and best practice in the various thematic areas of UNDCP work. Project and programme evaluations rely on the use of independent experts almost exclusively, while thematic evaluations involve a mix of in-house and independent experts.

222. UNDCP reporting will be more standardized and made available to Governments and the general public through better use of modern technology, such as its web site. For that purpose, UNDCP has developed standard country and regional profiles analysing the situation of, and trends in, illicit drug supply and demand in each of the major countries and regions in which it operates. The profiles will be based upon government reporting in the annual reports questionnaire, and draw upon objective and scientifically validated information. The country profiles will be updated at least once a year and hence generate, over time, a historical record of drug trends and developments in specific countries. Selected country profiles will be published regularly in the UNDCP *World Drug Report*. The country profiles will be an input to the Common Country Assessments for the United Nations system as a whole and to action taken within the UNDAF, as well as provide the framework for establishing UNDCP priorities in its country-specific assistance programmes.

XVII. Implementation arrangements

A. Programme structure

223. To increase the impact of its interventions and to overcome the fragmentation of its operational activities, in the previous biennium UNDCP explained that all previous separate projects, ongoing and in the pipeline, were to be merged into only 75 programmes ordered within the four thematic areas. Those 75 programmes were further consolidated, by grouping all projects into 8 national, 13 regional and 4 global programmes with clearly identified subprogrammes in the four thematic areas. This work advanced further during the 2000-2001 biennium with the presentation of the biennial programme budget as a set of concise strategic programme frameworks in a results-based format using the logical framework. Among those programmes are identified a limited number of core programmes, many of which require funding from general-purpose resources. The core programmes provide technical support and practical frameworks for regional and national interventions, thus decentralizing resources. Increasingly, UNDCP projects and programmes are developed in line with the applicable Common Country Assessment and UNDAF. Whenever feasible, synergy with crime prevention is created at the project design stage.

224. In order to further increase the impact and interrelationship of its operational activities, UNDCP has reduced the number of projects from an average of 260 to 150.

225. By December 2000, 110 projects that had started three to five years earlier were operationally completed. Since 2000, projects have been grouped into 7 global, 14 regional and 10 national programmes under the following four thematic areas:

(a) Policy support, legislation and advocacy;

(b) Prevention and reduction of drug abuse;

(c) Elimination of illicit crops;

(d) Suppression of illicit drug trafficking.

226. The new programme structure consists of the following seven global core programmes:

(a) Advocacy;

(b) Policy and trend analysis;

(c) Demand reduction;

(d) Supply reduction;

(e) Scientific and technical support;

(f) Money-laundering;

(g) Legal Assistance.

227. Regional and national programmes are structured as follows:

(a) Africa. Five regional programmes: Africa-wide; west Africa and Nigeria; east Africa; southern Africa and north Africa;

(b) Central and eastern Europe, West and central Asia and the Near and Middle East. Four regional programmes: central and eastern Europe; central Asia; Near and Middle East; and Russian Federation and Belarus. Four national programmes: Afghanistan, Islamic Republic of Iran, Pakistan and Turkey;

(c) South Asia, east Asia and the Pacific. Two regional programmes: south Asia; and east Asia and the Pacific. Three national programmes: Lao People's Democratic Republic, Myanmar and Viet Nam;

(d) Latin America and the Caribbean. Three regional programmes: Brazil and the Southern Cone; the Caribbean; and Mexico and Central America. Three national programmes: Bolivia; Colombia and Peru.

228. Such a programme structure allows rational and cost-effective management of UNDCP technical cooperation, whereby each programme is under the management responsibility of a Senior Manager for the core programmes or a Representative for regional and national programmes. The core programmes provide technical support for regional and national programme frameworks, thus decentralizing resources.

B. Programme implementation

229. Given its focused and specialized mandate, as well as its technical expertise, UNDCP will continue to be responsible for the technical and operational aspects of programme implementation and, for that purpose, it will further strengthen both its technical and operational capacities. The ability of UNDCP to provide better technical guidance and advice to its field operations and recipient Governments will be achieved through: (a) its global programmes that will develop technical concepts and modules; and (b) programme evaluations that aim at identifying best practices.

230. Execution arrangements are identified and adopted on a project-by-project basis depending on who is best placed to deliver the most cost-effective substantive, managerial and administrative support services. UNDCP already relies extensively on other agencies such as UNICEF, FAO, WHO and the World Customs Organization, as well as non-governmental organizations on the basis of their comparative advantage. When justifiable, UNDCP execution is chosen, relying on implementing partners to handle administrative matters. In the field, the United Nations Office for Project Services and UNDP are used for local recruitment, procurement, subcontracting etc. At headquarters, UNOV handles all those matters (in exactly the same manner as it does for procurement and contracting under the regular budget of the United Nations). UNOV also handles issuance and administration of contracts for all UNDCP international staff worldwide. Guidelines will be produced on criteria to facilitate selection of execution arrangements. UNDCP operational capacity will be enhanced through further decentralization of responsibilities to country and regional offices and the operation of a new financial management system.

231. Within an existing joint programme framework, and with a view to determining the most cost-effective means of addressing the health and social consequences of drug abuse, UNDCP will continue its collaboration with WHO in the areas of epidemiology, prevention, treatment and rehabilitation. UNDCP became a co-sponsor of UNAIDS, and both organizations have established a joint UNDCP/UNAIDS post in Vienna, with the aim of systematically pursuing research on the relationship between drug abuse and HIV/AIDS, and of identifying and disseminating best practice in dealing with the issue of drug abuse in general and injecting drug abuse in particular, and with HIV/AIDS.

Notes

[1] The Single Convention on Narcotic Drugs of 1961 (United Nations, *Treaty Series*, vol. 520, No. 7515), and that Convention as amended by the 1972 Protocol (ibid., vol. 976, No. 14152); the Convention on Psychotropic Substances of 1971 (ibid., vol. 1019, No. 14956) and the United Nations Convention against Illicit Traffic in Narcotic Drugs and Psychotropic Substances of 1988 (*Official Records of the United Nations Conference for the Adoption of a Convention against Illicit Traffic in Narcotic Drugs and Psychotropic Substances, Vienna, 25 November-20 December 1988*, vol. I (United Nations publication, Sales No. E.94.XI.5)).

[2] Including the Comprehensive Multidisciplinary Outline of Future Activities in Drug Abuse Control adopted by the International Conference on Drug Abuse and Illicit Trafficking (see *Report of the International Conference on Drug Abuse and Illicit Trafficking, Vienna, 17-26 June 1987* (United Nations publication, Sales No. E.87.I.18), chap. I, sect. A); the Global Programme of Action adopted by the General Assembly at its seventeenth special session

(resolution S-17/2, annex, of 23 February 1990); resolutions S-20/2, S-20/3 and S-20/4 A to E adopted by the Assembly at its twentieth special session, on 10 June 1998; and resolutions adopted by the Economic and Social Council and the Commission on Narcotic Drugs.

[a] Including UNAIDS, UNICEF, UNDP, the International Narcotics Control Board, ILO, FAO, UNESCO, WHO, the Universal Postal Union, the International Maritime Organization and the International Fund for Agricultural Development; the international financial institutions, including the World Bank and the regional development banks; Interpol and the World Customs Organization; and regional organizations such as the Organization of African Unity, the Organization of American States, the Council of Europe and the European Commission, as well as subregional organizations.

Annex I

Supplementary tables

Table A.1
Number of countries providing voluntary contributions, 1998-2001

Contributions (thousands of United States dollars)	*Number of countries*				*Proportion of total contributions (%)*			
	1998	*1999*	*2000*	*2001*	*1998*	*1999*	*2000*	*2001*
Over 5 000	4	4	2	2	7.3	7.7	4.0	4.5
2 000-5 000	4	4	5	3	7.3	7.7	10.0	6.8
500-1 999	7	8	6	9	12.7	15.4	12.0	20.5
100-499	9	6	9	7	16.4	11.5	18.0	15.9
50-99	4	5	4	3	7.3	9.6	8.0	6.8
49 or less	27	25	24	20	49.1	48.1	48.0	45.5
Total	**55**	**52**	**50**	**44**	**100.0**	**100.0**	**100.0**	**100.0**

Table A.2
Programme support costs, 2000-2001
(Thousands of United States dollars)

Item	Programme			Programme support cost									
				Agency				UNDCP				Total	
	General-purpose	Special-purpose	Total	General-purpose	Special-purpose	Total	%	General-purpose	Special-purpose	Total	%	Amount	%
A. UNDCP implementation													
Total, A	**7 351.6**	**38 011.4**	**45 363.0**	**63.2**	**413.6**	**476.8**	**1.1**	**858.1**	**4 293.8**	**5 151.9**	**11.4**	**5 628.7**	**12.4**
B. Agency implementation													
United Nations entities													
CICP	117.2	--	117.2	--	--	--	0.0	15.2	--	15.2	13.0	15.2	13.0
ESCAP	--	1.2	1.2	--	0.2	0.2	13.0	--	--	--	0.0	0.2	13.0
UNICEF	--	258.4	258.4	--	20.7	20.7	8.0	--	12.9	12.9	5.0	33.6	13.0
UNICRI	269.0	--	269.0	26.9	--	26.9	10.0	8.1	--	8.1	3.0	35.0	13.0
UNOPS	6 224.5	20 035.8	26 260.4	415.5	1 501.6	1 917.1	7.3	404.5	1 091.1	1 495.6	5.7	3 412.7	13.0
UNV	--	219.5	219.5	--	26.7	26.7	12.2	--	1.9	1.9	0.8	28.5	13.0
United Nations Specialized agencies													
FAO	--	3 739.4	3 739.4	--	486.1	486.1	13.0	--	--	--	0.0	486.1	13.0
ILO	343.2	737.7	1 081.0	44.6	95.9	140.5	13.0	--	--	--	0.0	140.5	13.0
IMO	--	30.6	30.6	--	4.0	4.0	13.0	--	--	--	0.0	4.0	13.0
UNESCO	--	(4.8)	(4.8)	--	(0.6)	(0.6)	13.0	--	--	--	0.0	(0.6)	13.0
UNIDO	0.0	885.5	885.5	0.0	39.8	39.8	4.5	--	75.3	75.3	8.5	115.1	13.0
UPU	--	58.0	58.0	--	3.8	3.8	6.5	--	3.8	3.8	6.5	7.5	13.0
WHO	--	1 096.8	1 096.8	--	142.6	142.6	13.0	--	--	--	0.0	142.6	13.0
Intergovernmental organizations													
Caribbean Customs Law Enforcement Council	0.1	920.7	920.8	--	--	--	0.0	0.0	119.7	119.7	13.0	119.7	13.0
Council of Europe (Pompidou Group)	--	55.2	55.2	--	3.9	3.9	7.0	--	3.3	3.3	6.0	7.2	13.0
European Centre for Social Welfare Policy and Research	--	47.9	47.9	--	6.2	6.2	13.0	--	--	--	0.0	6.2	13.0
Interpol	--	961.9	961.9	--	33.7	33.7	3.5	--	38.5	38.5	4.0	72.1	7.5
Organization of African Unity		248.2	248.2		9.9	9.9	4.0	--	22.3	22.3	9.0	32.3	13.0
World Customs Organization	47.2	182.3	229.5	3.5	12.8	16.4	7.1	2.6	10.9	13.5	5.9	29.8	13.0

Item	Programme: General-purpose	Programme: Special-purpose	Programme: Total	Agency: General purpose	Agency: Special purpose	Agency: Total	Programme support cost: %	UNDCP: General-purpose	UNDCP: Special-purpose	UNDCP: Total	Total: %	Total: Amount	Total: %
Non-governmental organizations													
Association of Casa Famiglia Rosetta	--	492.2	492.2	--	24.6	24.6	5.0	--	39.4	39.4	8.0	64.0	13.0
ASEAN Regional Forum	14.2	44.7	58.9	1.8	5.8	7.7	13.0	--	--	--	0.0	7.7	13.0
Centros de Integracion Juvenil	--	152.6	152.6	--	4.6	4.6	3.0	--	15.3	15.3	10.0	19.8	13.0
Norwegian Church Aid	73.0	295.0	368.0	3.7	19.2	23.9	6.5	4.7	19.2	23.9	6.5	47.8	13.0
NGO/CONS The Consortium	--	56.1	56.1	--	2.8	2.8	5.0	--	4.5	4.5	8.0	7.3	13.0
Swedish Association for Help and Assistance to Drug Abusers	0.1	0.0	0.1	0.0	0.0	0.0	5.0	0.0	0.0	0.0	8.0	0.0	13.0
World Concern	9.4	129.7	139.1	0.6	7.8	8.3	6.0	0.7	9.1	9.7	7.0	18.1	13.0
World Scout Bureau	--	51.9	51.9	--	4.2	4.2	8.0	--	2.6	2.6	5.0	6.7	13.0
Social Service Industry (Brazil)	125.0	103.3	228.3	--	--	--	0.0	16.2	13.4	29.7	13.0	29.7	13.0
Total, B	**7 223.0**	**30 799.7**	**38 022.7**	**497.7**	**2 456.1**	**2 953.8**	**7.8**	**452.1**	**1 483.0**	**1 935.1**	**5.1**	**4 888.9**	**12.9**
C. National implementation													
Total, C	**2 787.0**	**31 183.4**	**33 970.4**	**56.0**	**264.9**	**320.9**	**0.9**	**144.4**	**799.9**	**944.3**	**2.8**	**1 265.2**	**3.7**
Total A, B and C	**17 361.6**	**99 994.5**	**117 356.1**	**616.9**	**3 134.6**	**3 751.6**	**3.2**	**1 454.7**	**6 576.6**	**8 031.3**	**6.8**	**11 782.9**	**10.0**

Note: Centre for International Crime Prevention (CICP); Economic and Social Commission for Asia and the Pacific (ESCAP); International Maritime Organization (IMO); United Nations Industrial Development Organization (UNIDO); United Nations Interregional Crime and Justice Research Institute (UNICRI); United Nations Office for Project Services (UNOPS); United Nations Volunteers (UNV); and Universal Postal Union (UPU).

Table A.3

Programme support costs, 2002-2003

(Thousands of United States dollars)

Item	Programme			Programme support cost								
				Agency				UNDCP				Total
	General-purpose	Special-purpose	Total	General-Purpose	Special-purpose	Total	%	General-purpose	Special-purpose	Total	%	Amount	%
A. UNDCP implementation													
Total, A	**4 641.6**	**61 217.1**	**65 858.7**	**15.3**	**615.9**	**631.1**	**1.0**	**588.1**	**7 342.0**	**7 930.2**	**12.0**	**8 561.3**	**13.0**
B. Agency implementation													
United Nations entities													
UNICEF	--	141.6	141.6	--	11.3	11.3	8.0	--	7.1	7.1	5.0	18.4	13.0
UNOPS	200.0	10 990.4	11 190.4	15.0	824.3	839.3	7.5	11.0	604.5	615.5	5.5	1 454.8	13.0
UNV	--	73.0	73.0	--	7.3	7.3	10.0	--	2.2	2.2	3.0	9.5	13.0
United Nations Specialized agencies													
FAO	500.0	6 175.1	6 675.1	65.0	802.8	867.8	13.0	--	--	--	0.0	867.8	13.0
ILO	500.0	506.1	1 006.1	65.0	65.8	130.8	13.0	--	--	--	0.0	130.8	13.0
UNIDO	--	296.0	296.0	--	13.3	13.3	4.5	--	25.2	25.2	8.5	38.5	13.0
UPU	--	227.0	227.0	--	14.8	14.8	6.5	--	14.8	14.8	6.5	29.5	13.0
WHO	--	709.6	709.6	--	92.2	92.2	13.0	--	--	--	0.0	92.2	13.0
Intergovernmental organizations													
European Centre for Social Welfare Policy and Research	--	92.9	92.9	--	12.1	12.1	13.0	--	--	--	0.0	12.1	13.0
Organization of African Unity	--	114.3	114.3	--	4.6	4.6	4.0	--	10.3	10.3	9.0	14.9	13.0
World Customs Organization	--	438.8	438.8	--	32.9	32.9	7.5	--	24.1	24.1	5.5	57.0	13.0
Non-governmental organizations													
Association of Casa Famiglia Rosetta	--	29.2	29.2	--	1.5	1.5	5.0	--	2.3	2.3	8.0	3.8	13.0
Care Austria	--	80.5	80.5	--	--	--	0.0	--	10.5	10.5	13.0	10.5	13.0
World Scout Bureau	--	30.0	30.0	--	2.4	2.4	8.0	--	1.5	1.5	5.0	3.9	13.0
Total, B	**1 200.0**	**19 904.5**	**21 104.5**	**145.0**	**1 885.2**	**2 030.2**	**9.6**	**11.0**	**702.4**	**713.4**	**3.4**	**2 743.6**	**13.0**
C. National implementation													
Total, C	**1 123.3**	**41 925.1**	**43 048.4**	**9.2**	**318.8**	**328.0**	**0.8**	**30.6**	**1 170.6**	**1 201.2**	**2.8**	**1 529.2**	**3.6**
Total A, B and C	**6 964.9**	**123 046.7**	**130 011.6**	**169.5**	**2 819.9**	**2 989.3**	**2.3**	**629.8**	**9 215.0**	**9 844.8**	**7.6**	**12 834.1**	**9.9**

Table A.4

Regional distribution of programmes and programme support, 2000-2001

(Thousands of United States dollars)

Item		*2000-2001 final estimates*			
		General-purpose	*Special-purpose*	*Total Amount*	*%*
Africa					
	A. Programme	500.9	5 118.1	5 619.0	62.7
	B. Field level support	3 121.8	219.4	3 341.2	37.3
	Total	**3 622.7**	**5 337.5**	**8 960.2**	**100.0**
Central and eastern Europe, west and central Asia, Near and Middle East					
	A. Programme	5 930.7	21 744.7	27 675.4	85.4
	B. Field level support	3 789.3	932.0	4 721.3	14.6
	Total	**9 720.0**	**22 676.7**	**32 396.7**	**100.0**
South Asia, east Asia and the Pacific					
	A. Programme	1 312.0	16 798.6	18 110.6	78.9
	B. Field level support	3 828.3	1 001.1	4 829.4	21.1
	Total	**5 140.3**	**17 799.7**	**22 940.0**	**100.0**
Latin America and the Caribbean					
	A. Programme	3 808.1	45 179.7	48 987.8	89.5
	B. Field level support	2 980.0	2 779.9	5 759.9	10.5
	Total	**6 788.1**	**47 959.6**	**54 747.7**	**100.0**
Global					
	A. Programme	5 809.9	11 153.4	16 963.3	100.0
	Total	**5 809.9**	**11 153.4**	**16 963.3**	**100.0**
Total					
	A. Programme	17 361.6	99 994.5	117 356.1	86.3
	B. Field level support	13 719.4	4 932.4	18 651.8	13.7
	Total	**31 081.0**	**104 926.9**	**136 007.9**	**100.0**

Table A.5

Regional distribution of programmes and programme support, 2002-2003

(Thousands of United States dollars)

Item		2002-2003 initial estimates			
		General-purpose	Special-Purpose	Total Amount	%
Africa					
	A. Programme	576.0	14 112.2	14 688.2	82.8
	B. Field level support	2 450.1	604.8	3 054.9	17.2
	Total	**3 026.1**	**14 717.0**	**17 743.1**	**100.0**
Central and eastern Europe, west and central Asia, Near and Middle East					
	A. Programme	906.2	21 206.1	22 112.3	82.5
	B. Field level support	3 777.7	908.9	4 686.6	17.5
	Total	**4 683.9**	**22 115.0**	**26 798.9**	**100.0**
South Asia, east Asia and the Pacific					
	A. Programme	854.2	25 172.2	26 026.4	84.3
	B. Field level support	3 778.3	1 078.9	4 857.2	15.7
	Total	**4 632.5**	**26 251.1**	**30 883.6**	**100.0**
Latin America and the Caribbean					
	A. Programme	2 016.7	54 779.0	56 795.7	91.0
	B. Field level support	2 677.4	2 936.4	5 613.8	9.0
	Total	**4 694.1**	**57 715.4**	**62 409.5**	**100.0**
Global					
	A. Programme	2 611.8	7 777.2	10 389.0	100.0
	Total	**2 611.8**	**7 777.2**	**10 389.0**	**100.0**
Total					
	A. Programme	6 964.9	123 046.7	130 011.6	87.7
	B. Field level support	12 683.5	5 529.0	18 212.5	12.3
	Total	**19 648.4**	**128 575.7**	**148 224.1**	**100.0**

Table A.6

Distribution of posts for the biennial support budget, the biennial programme budget, the regular budget, and associate experts/non-reimbursable loans, 2000-2001 and 2002-2003

Item	*USG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2/1*	*Subtotal*	*GS/PL*	*GS/OL*	*NPO*	*GS/LL*	*Total*
I. Biennial support budget													
A. Programme support													
1. Field level													
Africa													
Kenya													
2000-2001 revised	—	—	—	—	—	1	—	1	—	—	1	2	4
2000-2001 final	—	—	—	—	—	1	—	1	—	—	1	2	4
2002-2003 initial	—	—	—	—	1	—	—	1	—	—	1	2	4
Nigeria													
2000-2001 revised	—	—	—	1	—	—	—	1	—	—	1	2	4
2000-2001 final	—	—	—	1	1	—	—	2	—	—	1	2	5
2002-2003 initial	—	—	—	—	1	—	—	1	—	—	1	2	4
Senegal													
2000-2001 revised	—	—	—	1	—	—	—	1	—	—	1	3	5
2000-2001 final	—	—	—	1	—	—	—	1	—	—	1	3	5
2002-2003 initial	—	—	—	1	—	1	—	2	—	—	1	2	5
South Africa													
2000-2001 revised	—	—	1	—	2	—	—	3	—	—	—	4	7
2000-2001 final	—	—	1	—	1	—	—	2	—	—	—	4	6
2002-2003 initial	—	—	1	—	1	—	—	2	—	—	1	2	5
Central and eastern Europe, west and central Asia, Near and Middle East													
Afghanistan													
2000-2001 revised	—	—	1	—	—	—	—	1	—	—	1	2	4
2000-2001 final	—	—	1	—	—	—	—	1	—	—	1	2	4
2002-2003 initial	—	—	1	—	—	—	—	1	—	—	1	3	5
Belgium													
2000-2001 revised	—	—	—	—	1	—	—	1	—	—	—	1	2
2000-2001 final	—	—	—	—	1	—	—	1	—	—	—	1	2
2002-2003 initial	—	—	—	—	—	—	—	—	—	—	—	—	—
Egypt													
2000-2001 revised	—	—	1	—	—	1	—	2	—	—	1	2	5
2000-2001 final	—	—	1	—	—	1	—	2	—	—	1	2	5
2002-2003 initial	—	—	1	—	—	1	—	2	—	—	1	2	5
Iran (Islamic Republic of)													
2000-2001 revised	—	—	—	—	1	—	—	1	—	—	2	2	5
2000-2001 final	—	—	—	—	1	—	—	1	—	—	2	2	5
2002-2003 initial	—	—	—	—	1	—	—	1	—	—	2	2	5
Pakistan													
2000-2001 revised	—	—	—	—	1	—	—	1	—	—	1	3	5
2000-2001 final	—	—	—	—	1	—	—	1	—	—	1	3	5
2002-2003 initial	—	—	—	—	1	—	—	1	—	—	1	2	4

Item	USG	D-2	D-1	P-5	P-4	P-3	P-2/1	Total	GS/PL	GS/OL	NPO	GS/LL	Total
Russian Federation													
2000-2001 revised	--	--	--	1	--	--	--	1	--	--	2	2	5
2000-2001 final	--	--	--	1	--	--	--	1	--	--	2	2	5
2002-2003 initial	--	--	--	1	--	--	--	1	--	--	1	2	4
Uzbekistan													
2000-2001 revised	--	--	--	1	1	--	--	2	--	--	1	3	6
2000-2001 final	--	--	--	1	1	--	--	2	--	--	1	3	6
2002-2003 initial	--	--	--	1	1	--	--	2	--	--	1	3	6
South Asia, east Asia and the Pacific													
India													
2000-2001 revised	--	--	--	--	1	--	--	1	--	--	1	3	5
2000-2001 final	--	--	--	--	1	--	--	1	--	--	1	3	5
2002-2003 initial	--	--	--	--	1	--	--	1	--	--	1	3	5
Lao People's Democratic Republic													
2000-2001 revised	--	--	--	1	1	1	--	3	--	--	--	4	7
2000-2001 final	--	--	--	1	1	1	--	3	--	--	--	4	7
2002-2003 initial	--	--	--	1	2	--	--	3	--	--	--	4	7
Myanmar													
2000-2001 revised	--	--	--	1	--	--	--	1	--	--	1	3	5
2000-2001 final	--	--	--	1	--	--	--	1	--	--	1	3	5
2002-2003 initial	--	--	--	1	--	--	--	1	--	--	1	3	5
Thailand													
2000-2001 revised	--	1	--	1	--	--	1	3	--	--	2	5	10
2000-2001 final	--	1	--	1	--	--	1	3	--	--	2	5	10
2002-2003 initial	--	1	--	1	--	--	1	3	--	--	2	5	10
Viet Nam													
2000-2001 revised	--	--	--	1	--	--	--	1	--	--	1	3	5
2000-2001 final	--	--	--	1	--	--	--	1	--	--	1	3	5
2002-2003 initial	--	--	--	1	--	--	--	1	--	--	1	3	5
Latin America and the Caribbean													
Barbados													
2000-2001 revised	--	--	--	--	1	--	--	1	--	--	1	3	5
2000-2001 final	--	--	--	--	1	--	--	1	--	--	1	3	5
2002-2003 initial	--	--	--	--	1	--	--	1	--	--	1	1	3
Bolivia													
2000-2001 revised	--	--	--	1	--	--	--	1	--	--	2	4	7
2000-2001 final	--	--	--	1	--	--	--	1	--	--	2	4	7
2002-2003 initial	--	--	--	1	--	--	--	1	--	--	2	4	7
Brazil													
2000-2001 revised	--	--	--	1	1	--	--	2	--	--	2	5	9
2000-2001 final	--	--	--	1	1	--	--	2	--	--	2	5	9
2002-2003 initial	--	--	1	--	--	--	--	1	--	--	2	5	8

Item	USG	D-2	D-1	P-5	P-4	P-3	P-2/1	Subtotal	GA/PE	GS/OL	NPO	GS/PL	Subtotal
Colombia													
2000-2001 revised	--	--	1	--	--	1	--	2	--	--	1	4	5
2000-2001 final	--	--	1	--	--	1	--	2	--	--	1	4	5
2002-2003 initial	--	--	1	--	--	1	--	2	--	--	1	4	5
Mexico													
2000-2001 revised	--	--	--	--	1	--	--	1	--	--	1	2	4
2000-2001 final	--	--	--	--	1	--	--	1	--	--	1	2	4
2002-2003 initial	--	--	--	--	1	--	--	1	--	--	1	2	4
Peru													
2000-2001 revised	--	--	1	--	--	--	--	1	--	--	1	3	5
2000-2001 final	--	--	1	--	--	--	--	1	--	--	1	3	5
2002-2003 initial	--	--	1	--	--	--	--	1	--	--	1	3	5
Total, field level													
2000-2001 revised	-	1	5	10	11	4	1	32	--	--	24	65	121
2000-2001 final	-	1	5	10	11	4	1	32	--	--	24	65	121
2002-2003 initial	-	1	6	8	11	3	1	30	--	--	24	59	113
2. Headquarters													
Director DOA													
2000-2001 revised	--	1	1	1	--	--	--	3	--	2	--	--	5
2000-2001 final	--	1	1	1	--	--	--	3	--	2	--	--	5
2002-2003 initial	--	1	--	--	--	--	--	1	--	--	--	--	1
Technical Services Branch DOA													
2000-2001 revised	--	--	--	3	--	--	--	3	--	4	--	--	7
2000-2001 final	--	--	--	3	--	--	--	3	--	4	--	--	7
2002-2003 initial	--	--	1	3	1	1	1	7	--	7	--	--	14
Operations Branch DOA													
2000-2001 revised	--	--	1	3	5	4	1	14	--	10	--	--	24
2000-2001 final	--	--	1	4	4	4	1	14	--	10	--	--	24
2002-2003 initial	--	--	1	4	2	4	1	12	--	9	--	--	21
Illicit Crops Monitoring Programme DOA													
2000-2001 revised	--	--	--	--	--	--	--	--	--	--	--	--	--
2000-2001 final	--	--	--	--	--	--	--	--	--	--	--	--	--
2002-2003 initial	--	--	--	--	--	--	--	--	--	--	--	--	--
Planning and Evaluation Unit DER													
2000-2001 revised	--	--	--	--	--	--	--	--	--	--	--	--	--
2000-2001 final	--	--	--	--	--	--	--	--	--	--	--	--	--
2002-2003 initial	--	--	--	1	1	1	--	3	--	2	--	--	5
Total, headquarters													
2000-2001 revised	--	1	2	7	5	4	1	20	--	16	--	--	36
2000-2001 final	--	1	2	8	4	4	1	20	--	16	--	--	36
2002-2003 initial	--	1	2	8	4	6	2	23	--	18	--	--	41

Item	USG	D-2	D-1	P-5	P-4	P-3	P-2/1	Total	GS/PL	GS/OE	NPO	GS/LL	Total
Total, programme support													
2000-2001 revised	--	2	7	17	16	8	2	52	--	16	24	65	157
2000-2001 final	--	2	7	18	15	8	2	52	--	16	24	65	157
2002-2003 initial	--	2	8	16	15	9	3	53	--	18	24	59	154
B Management and administration													
Headquarters													
Office of the Executive Director													
2000-2001 revised	--	--	1	1	--	1	--	3	--	3	--	--	6
2000-2001 final	--	--	1	1	--	1	--	3	--	3	--	--	6
2002-2003 initial	--	--	1	--	1	1	--	3	--	3	--	--	6
Director Division for External Relations													
2000-2001 revised	--	--	--	--	--	--	--	--	--	--	2	--	2
2000-2001 final	--	--	--	--	--	--	--	--	--	--	2	--	2
2002-2003 initial	--	1	--	--	--	--	--	1	1	--	2	--	3
New York Liaison Office DER													
2000-2001 revised	--	--	1	--	--	2	--	3	--	1	--	--	4
2000-2001 final	--	--	1	--	--	2	--	3	--	1	--	--	4
2002-2003 initial	--	--	1	--	--	1	--	2	--	1	--	--	3
Public Information Unit DER													
2000-2001 revised	--	--	--	--	--	--	--	--	--	--	--	--	--
2000-2001 final	--	--	--	--	--	--	--	--	--	--	--	--	--
2002-2003 initial	--	--	--	1	1	2	--	4	--	1	--	--	5
Inter-agency Coordination Unit DER													
2000-2001 revised	--	--	--	--	--	--	--	--	--	--	--	--	--
2000-2001 final	--	--	--	--	--	--	--	--	--	--	--	--	--
2002-2003 initial	--	--	--	--	--	2	--	2	--	1	--	--	3
External Relations and Fund Raising Unit DER													
2000-2001 revised	--	--	1	--	2	5	1	9	1	5	--	--	15
2000-2001 final	--	--	1	--	2	5	1	9	1	5	--	--	15
2002-2003 initial	--	--	1	--	2	--	1	4	--	3	--	--	7
Director Division for Treaty Affairs													
2000-2001 revised	--	1	--	--	--	--	--	1	--	1	--	--	2
2000-2001 final	--	1	--	--	--	--	--	1	--	1	--	--	2
2002-2003 initial	--	--	--	--	--	--	--	--	--	--	--	--	--
Treaty and Legal Affairs Branch DTA													
2000-2001 revised	--	--	--	--	--	--	--	--	--	1	--	--	1
2000-2001 final	--	--	--	--	--	--	--	--	--	1	--	--	1
2002-2003 initial	--	--	--	--	--	--	--	--	--	--	--	--	--
Global Programme on Money-Laundering DTA													
2000-2001 revised	--	--	--	--	--	--	--	--	--	--	--	--	--
2000-2001 final	--	--	--	--	--	--	--	--	--	--	--	--	--
2002-2003 initial	--	--	--	--	--	--	--	--	--	1	--	--	1
Finance Support Services DTA													
2000-2001 revised	--	--	--	--	2	1	--	3	--	8	--	--	11
2000-2001 final	--	--	--	--	2	1	--	3	--	8	--	--	11
2002-2003 initial	--	--	--	--	3	1	--	4	--	10	--	--	14

Item	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2/1	Subtotal	GS (PL)	GS (OL)	NPO	Subtotal	Total
Management Advisory Unit/DACS-UNOV														
2000-2001 revised	--	--	--	1	--	--	--	1	2	--	2	--	2	4
2000-2001 final	--	--	--	1	--	--	--	1	2	--	2	--	2	4
2002-2003 initial	--	--	--	1	--	--	--	1	2	--	2	--	2	4
Information Support Unit/DACS-UNOV														
2000-2001 revised	--	--	--	--	--	--	--	--	--	1	1	--	2	2
2000-2001 final	--	--	--	--	--	--	--	--	--	1	1	--	2	2
2002-2003 initial	--	--	--	--	1	--	--	1	2	1	1	--	2	4
Total, management and administration														
2000-2001 revised	--	1	3	2	4	9	1	20	2	24	--	--	46	
2000-2001 final	--	1	3	2	4	9	1	20	2	24	--	--	46	
2002-2003 initial	--	1	3	2	8	7	1	22	2	25	--	--	49	
C Programme														
2000-2001 revised	--	--	--	--	--	--	--	--	--	--	--	--	--	
2000-2001 final	--	--	--	--	--	--	--	--	--	--	--	--	--	
2002-2003 initial	--	--	--	--	--	--	--	--	--	--	--	--	--	
Total, biennial support budget														
2000-2001 revised	--	3	10	19	20	17	3	72	2	40	24	65	203	
2000-2001 final	--	3	10	20	19	17	3	72	2	40	24	65	203	
2002-2003 initial	--	3	11	18	23	16	4	75	2	43	24	59	203	

II. Biennial programme budget

A Programme support													
2000-2001 revised	--	--	--	--	--	--	--	--	--	--	--	--	--
2000-2001 final	--	--	--	--	--	--	--	--	--	--	--	--	--
2002-2003 initial	--	--	--	--	--	--	--	--	--	--	--	--	--
B Management and administration													
Division for Treaty Affairs													
2000-2001 revised	--	--	--	1	--	--	--	1	--	--	--	--	1
2000-2001 final	--	--	--	--	--	--	--	--	--	--	--	--	--
2002-2003 initial	--	--	--	--	--	--	--	--	--	--	--	--	--
C Programme													
1 Field level													
Africa													
Kenya													
2000-2001 revised	--	--	--	--	--	--	--	--	--	--	--	--	--
2000-2001 final	--	--	--	--	1	--	--	1	--	--	--	--	1
2002-2003 initial	--	--	--	--	1	--	--	1	--	--	--	--	1

Item	USG	D-2	D-1	P-5	P-4	P-3	P-2/1	Total	GS/PL	GS/OL	NPO	GS/LL	Total
Nigeria													
2000-2001 revised	--	--	--	--	1	--	--	1	--	--	--	--	1
2000-2001 final	--	--	--	--	1	--	--	1	--	--	--	--	1
2002-2003 initial	--	--	--	--	1	--	--	1	--	--	--	--	1
South Africa													
2000-2001 revised	--	--	--	1	1	--	--	2	--	--	--	--	2
2000-2001 final	--	--	--	--	2	--	--	2	--	--	--	--	2
2002-2003 initial	--	--	--	--	2	--	--	2	--	--	--	--	2
Central and eastern Europe, west and central Asia, Near and Middle East													
Bulgaria													
2000-2001 revised	--	--	--	--	1	--	--	1	--	--	--	--	1
2000-2001 final	--	--	--	--	--	--	--	--	--	--	--	--	--
2002-2003 initial	--	--	--	--	--	--	--	--	--	--	--	--	--
Egypt													
2000-2001 revised	--	--	--	--	--	1	--	1	--	--	--	--	1
2000-2001 final	--	--	--	--	--	1	--	1	--	--	--	--	1
2002-2003 initial	--	--	--	--	--	1	--	1	--	--	--	--	1
Iran (Islamic Republic of)													
2000-2001 revised	--	--	--	--	1	--	--	1	--	--	--	--	1
2000-2001 final	--	--	--	--	1	--	--	1	--	--	--	--	1
2002-2003 initial	--	--	--	--	1	--	--	1	--	--	--	--	1
Pakistan													
2000-2001 revised	--	--	--	1	--	--	--	1	--	--	--	--	1
2000-2001 final	--	--	--	1	--	--	--	1	--	--	--	--	1
2002-2003 initial	--	--	--	1	--	--	--	1	--	--	--	--	1
Tajikistan													
2000-2001 revised	--	--	--	--	1	--	--	1	--	--	--	--	1
2000-2001 final	--	--	--	--	1	--	--	1	--	--	--	--	1
2002-2003 initial	--	--	--	--	1	--	--	1	--	--	--	--	1
Uzbekistan													
2000-2001 revised	--	--	--	1	2	1	--	4	--	--	--	--	4
2000-2001 final	--	--	--	1	2	1	--	4	--	--	--	--	4
2002-2003 initial	--	--	--	1	2	1	--	4	--	--	--	--	4
South Asia, east Asia and the Pacific													
Cambodia													
2000-2001 revised	--	--	--	--	--	--	--	--	--	--	--	--	--
2000-2001 final	--	--	--	1	--	--	--	1	--	--	--	--	1
2002-2003 initial	--	--	--	1	--	--	--	1	--	--	--	--	1
Myanmar													
2000-2001 revised	--	--	--	--	--	--	--	--	--	--	--	--	--
2000-2001 final	--	--	--	1	--	--	--	1	--	--	--	--	1
2002-2003 initial	--	--	--	1	--	--	--	1	--	--	--	--	1

Item	USG	D-2	D-1	P-5	P-4	P-3	P-2/1	Total	GS/PL	GS/OL	NPO	GS/LL	Total
Lao People's Democratic Republic													
2000-2001 revised	--	--	--	1	--	1	--	2	--	--	--	--	2
2000-2001 final	--	--	--	1	--	1	--	2	--	--	--	--	2
2002-2003 initial	--	--	--	1	--	1	--	2	--	--	--	--	2
Thailand													
2000-2001 revised	--	--	--	2	3	--	--	5	--	--	--	--	5
2000-2001 final	--	--	--	3	3	--	--	6	--	--	--	--	6
2002-2003 initial	--	--	--	3	3	--	--	6	--	--	--	--	6
Latin America and the Caribbean													
Colombia													
2000-2001 revised	--	--	--	1	--	--	--	1	--	--	--	--	1
2000-2001 final	--	--	--	1	1	--	--	2	--	--	--	--	2
2002-2003 initial	--	--	--	1	1	--	--	2	--	--	--	--	2
Dominican Republic													
2000-2001 revised	--	--	--	--	1	--	--	1	--	--	--	--	1
2000-2001 final	--	--	--	--	1	--	--	1	--	--	--	--	1
2002-2003 initial	--	--	--	--	1	--	--	1	--	--	--	--	1
Total, field level													
2000-2001 revised	--	--	--	**7**	**11**	**3**	--	**21**	--	--	--	--	**21**
2000-2001 final	--	--	--	**9**	**13**	**3**	--	**25**	--	--	--	--	**25**
2002-2003 initial	--	--	--	**9**	**13**	**3**	--	**25**	--	--	--	--	**25**
2 Headquarters													
Technical Services Branch/DOA													
2000-2001 revised	--	--	--	--	3	4	5	12	--	11	--	--	23
2000-2001 final	--	--	--	--	3	5	3	11	--	8	--	--	19
2002-2003 initial	--	--	--	--	2	3	2	7	--	5	--	--	12
Operations Branch/DOA													
2000-2001 revised	--	--	--	--	--	1	1	2	--	--	--	--	2
2000-2001 final	--	--	--	--	--	1	1	2	--	--	--	--	2
2002-2003 initial	--	--	--	--	--	1	1	2	--	--	--	--	2
Illicit Crops Monitoring Programme/DOA													
2000-2001 revised	--	--	--	--	2	--	--	2	--	1	--	--	3
2000-2001 final	--	--	--	--	--	1	1	2	--	5	--	--	7
2002-2003 initial	--	--	--	--	--	1	1	2	--	4	--	--	6
Office of the Executive Director													
2000-2001 revised	--	--	1	--	--	--	--	1	--	--	--	--	1
2000-2001 final	--	--	1	--	--	--	--	1	--	--	--	--	1
2002-2003 initial	--	--	1	--	--	--	--	1	--	--	--	--	1
External Relations and Fund Raising Unit/DER													
2000-2001 revised	--	--	--	--	--	--	--	--	--	2	--	--	2
2000-2001 final	--	--	--	--	1	2	--	3	--	2	--	--	5
2002-2003 initial	--	--	--	--	--	1	--	1	--	2	--	--	3

Item	USG	D-2	D-1	P-5	P-4	P-3	P-2/1	Total	GS/PL	GS/OL	NPO	GS/LL	Total
Global Programme on Money-Laundering/DTA													
2000-2001 revised	--	--	--	--	3	1	2	6	--	3	--	--	9
2000-2001 final	--	--	--	--	3	1	1	5	--	3	--	--	8
2002-2003 initial	--	--	--	--	3	1	1	5	--	2	--	--	7
INCB secretariat/DTA													
2000-2001 revised	--	--	--	--	1	--	--	1	--	2	--	--	3
2000-2001 final	--	--	--	--	1	--	--	1	--	3	--	--	4
2002-2003 initial	--	--	--	--	1	--	--	1	--	2	--	--	3
Legal Advisory Programme/DTA													
2000-2001 revised	--	--	--	1	--	1	--	2	--	1	--	--	3
2000-2001 final	--	--	--	2	--	1	--	3	--	1	--	--	4
2002-2003 initial	--	--	--	2	--	1	--	3	--	1	--	--	4
Information Support Unit/DACS-UNOV													
2000-2001 revised	--	--	--	--	--	--	--	--	--	--	--	--	--
2000-2001 final	--	--	--	--	--	--	--	--	--	--	--	--	--
2002-2003 initial	--	--	--	--	--	--	1	1	--	3	--	--	4
Total, headquarters													
2000-2001 revised	--	--	1	1	9	7	8	26	--	20	--	--	46
2000-2001 final	--	--	1	2	8	11	6	28	--	22	--	--	50
2002-2003 initial	--	--	1	2	6	8	6	23	--	19	--	--	42
Total, programme													
2000-2001 revised	--	--	1	9	20	10	8	48	--	20	--	--	68
2000-2001 final	--	--	1	11	21	14	6	53	--	22	--	--	75
2002-2003 initial	--	--	1	11	20	11	5	48	--	17	--	--	65
III. Regular budget													
A Programme support													
Headquarters													
2000-2001 revised	--	--	--	--	--	--	--	--	--	--	--	--	--
2002-2003 initial	--	--	--	--	--	--	--	--	--	--	--	--	--
B Management and administration													
Executive Director													
2000-2001 revised	1	--	--	--	--	--	--	1	--	--	--	--	1
2002-2003 initial	1	--	--	--	--	--	--	1	--	--	--	--	1
External Relations and Fund Raising Unit/DER													
2000-2001 revised	--	--	--	--	--	1	--	1	--	1	--	--	2
2002-2003 initial	--	--	--	--	--	1	--	1	--	--	--	--	1
Public Information Unit/DER													
2000-2001 revised	--	--	--	1	--	--	--	1	--	--	--	--	1
2002-2003 initial	--	--	--	1	--	--	1	2	--	--	--	--	2
Inter-agency Coordination Unit/DER													
2000-2001 revised	--	--	--	1	--	--	--	1	--	--	--	--	1
2002-2003 initial	--	--	--	1	--	--	--	1	--	1	--	--	2

Item	USG	D-2	D-1	P-5	P-4	P-3	P-2/1	Total	GS/PL	GS/OL	NPO	GS/LL	Total
Finance Support Services/DTA													
2000-2001 revised	--	--	--	1	--	--	--	1	--	--	--	--	1
2002-2003 initial	--	--	--	1	--	--	--	1	--	--	--	--	1
Management Advisory Unit/DACS-UNOV													
2000-2001 revised	--	--	--	--	--	--	1	1	1	1	--	--	3
2002-2003 initial	--	--	--	--	--	--	--	--	1	1	--	--	2
Information Support Unit/DACS-UNOV													
2000-2001 revised	--	--	--	--	--	1	--	1	--	--	--	--	1
2002-2003 initial	--	--	--	--	--	1	1	2	--	--	--	--	2
Total, management and administration													
2000-2001 revised	1	--	--	3	--	2	1	7	1	2	--	--	10
2002-2003 initial	1	--	--	3	--	2	2	8	1	2	--	--	11
C. Programme													
Director, Division for Treaty Affairs													
2000-2001 revised	--	1	--	--	--	--	--	1	1	--	--	--	2
2002-2003 initial	--	1	--	--	--	--	--	1	1	--	--	--	2
Treaty and Legal Affairs Branch/DTA													
2000-2001 revised	--	--	1	1	3	2	2	9	--	4	--	--	13
2002-2003 initial	--	--	1	1	4	2	2	10	--	4	--	--	14
INCB secretariat/DTA													
2000-2001 revised	--	--	1	1	4	7	3	16	--	10	--	--	26
2002-2003 initial	--	--	1	1	4	8	3	17	--	11	--	--	28
Global Programme on Money-Laundering/DTA													
2000-2001 revised	--	--	--	--	1	--	--	1	--	--	--	--	1
2002-2003 initial	--	--	--	--	1	--	--	1	--	--	--	--	1
Director, Division for Operations and Analysis													
2000-2001 revised	--	--	--	--	--	--	--	--	--	1	--	--	1
2002-2003 initial	--	--	--	--	--	--	--	--	--	1	--	--	1
Operations Branch/DOA													
2000-2001 revised	--	--	--	--	--	--	1	1	--	--	--	--	1
2002-2003 initial	--	--	--	--	--	--	--	--	--	--	--	--	--
Technical Services Branch/DOA													
2000-2001 revised	--	--	--	1	6	2	2	11	1	4	--	--	16
2002-2003 initial	--	--	--	1	6	2	2	11	1	4	--	--	16
Illicit Crops Monitoring Programme/DOA													
2000-2001 revised	--	--	--	--	--	1	--	1	--	--	--	--	1
2002-2003 initial	--	--	--	--	--	1	--	1	--	--	--	--	1
Total, programme													
2000-2001 revised	--	1	2	3	14	12	8	40	2	19	--	--	61
2002-2003 initial	--	1	2	3	15	13	7	41	2	20	--	--	63
Total, regular budget													
2000-2001 revised	1	1	2	6	14	14	9	47	3	21	--	--	71
2002-2003 initial	1	1	2	6	15	15	9	49	3	22	--	--	74

Item	*L/S*	*L/2*	*Total*
IV. Associate experts and non-reimbursable loans			
A. Programme support			
1. Field level			
Africa			
Kenya			
2000-2001 revised	--	1	1
2000-2001 final	--	1	1
2002-2003 initial	--	1	1
Nigeria			
2000-2001 revised	--	1	1
2000-2001 final	--	1	1
2002-2003 initial	--	--	--
Senegal			
2000-2001 revised	--	1	1
2000-2001 final	--	--	--
2002-2003 initial	--	1	1
South Africa			
2000-2001 revised	--	1	1
2000-2001 final	--	1	1
2002-2003 initial	--	--	--
Central and eastern Europe, west and central Asia, Near and Middle East			
Afghanistan			
2000-2001 revised	--	1	1
2000-2001 final	--	--	--
2002-2003 initial	--	--	--
Belgium			
2000-2001 revised	--	1	1
2000-2001 final	--	--	--
2002-2003 initial	--	--	--
Egypt			
2000-2001 revised	--	1	1
2000-2001 final	--	2	2
2002-2003 initial	--	1	1
Iran (Islamic Republic of)			
2000-2001 revised	--	1	1
2000-2001 final	--	--	--
2002-2003 initial	--	--	--
Pakistan			
2000-2001 revised	--	--	--
2000-2001 final	--	1	1
2002-2003 initial	--	1	1

Item	*L.5*	*L.2*	*Total*
Russian Federation			
2000-2001 revised	--	--	--
2000-2001 final	--	1	1
2002-2003 initial	--	1	1
Uzbekistan			
2000-2001 revised	--	--	--
2000-2001 final	--	--	--
2002-2003 initial	--	--	--
South Asia, east Asia and the Pacific			
India			
2000-2001 revised	--	1	1
2000-2001 final	--	1	1
2002-2003 initial	--	--	--
Lao People's Democratic Republic			
2000-2001 revised	--	--	--
2000-2001 final	--	2	2
2002-2003 initial	--	2	2
Myanmar			
2000-2001 revised	--	--	--
2000-2001 final	--	1	1
2002-2003 initial	--	--	--
Thailand			
2000-2001 revised	--	1	1
2000-2001 final	--	3	3
2002-2003 initial	--	2	2
Viet Nam			
2000-2001 revised	--	2	2
2000-2001 final	--	2	2
2002-2003 initial	--	2	2
Latin America and the Caribbean			
Barbados			
2000-2001 revised	--	--	--
2000-2001 final	--	1	1
2002-2003 initial	--	--	--
Bolivia			
2000-2001 revised	--	1	1
2000-2001 final	--	2	2
2002-2003 initial	--	1	1
Colombia			
2000-2001 revised	--	1	1
2000-2001 final	--	1	1
2002-2003 initial	--	1	1

Item	*L-5*	*L-2*	*Total*
Mexico			
2000-2001 revised	--	--	--
2000-2001 final	--	1	1
2002-2003 initial	--	1	1
Peru			
2000-2001 revised	--	--	--
2000-2001 final	--	--	--
2002-2003 initial	--	1	1
Total, field level			
2000-2001 revised	--	**14**	**14**
2000-2001 final	--	**21**	**21**
2002-2003 initial	--	**15**	**15**
2. Headquarters			
Operations Branch/DOA			
2000-2001 revised	1	6	7
2000-2001 final	--	3	3
2002-2003 initial	--	1	1
Technical Services Branch/DOA			
2000-2001 revised	--	2	2
2000-2001 final	--	1	1
2002-2003 initial	--	3	3
Total, headquarters			
2000-2001 revised	1	**8**	9
2000-2001 final	--	**4**	**4**
2002-2003 initial	--	**4**	4
Total, programme support			
2000-2001 revised	1	22	23
2000-2001 final	--	25	25
2002-2003 initial	--	19	19
B. Management and administration			
Headquarters			
Office of the Executive Director			
2000-2001 revised	--	2	2
2000-2001 final	--	1	1
2002-2003 initial	--	1	1
External Relations and Fund Raising Unit			
2000-2001 revised	--	2	2
2000-2001 final	--	1	1
2002-2003 initial	--	--	--
Total, management and administration			
2000-2001 revised	--	**4**	**4**
2000-2001 final	--	**2**	**2**
2002-2003 initial	--	**1**	**1**

Item	*L-5*	*L-2*	*Total*
C. Programme			
Headquarters			
Treaty and Legal Affairs Branch/DTA			
2000-2001 revised	--	--	--
2000-2001 final	--	--	--
2002-2003 initial	--	--	--
INCB secretariat/DTA			
2000-2001 revised	--	--	--
2000-2001 final	--	--	--
2002-2003 initial	--	--	--
Legal Advisory Programme/DTA			
2000-2001 revised	--	3	3
2000-2001 final	--	1	1
2002-2003 initial	--	--	--
Total, programme			
2000-2001 revised	--	**3**	**3**
2000-2001 final	--	**1**	**1**
2002-2003 initial	--	**2**	**2**
Total, associate experts/non-reimbursable loan			
2000-2001 revised	**1**	**29**	**30**
2000-2001 final	--	**28**	**28**
2002-2003 initial	--	**22**	**22**

Note: Under-Secretary-General (USG) principal level (PL); ordinary level (OL); and local level (LL).

Table A.7
Distribution of electronic data-processing requirements, 2000-2001 and 2002-2003
(Thousands of United States dollars)

Purpose	*Contractual services*		Acquisition *(hardware/ software)*	*Total*
	Systems development	*Maintenance*		
I. Recurrent maintenance				
A. General				
Programme budget				
Revised 2000-2001	--	--	--	--
Final 2000-2001	--	--	--	--
Initial 2002-2003	--	155.0	--	155.0
Support budget				
Revised 2000-2001	--	185.0	--	185.0
Final 2000-2001	--	182.9	--	182.9
Initial 2002-2003	--	40.0	--	40.0
B. Workstation support programme, UNOV				
Support budget				
Revised 2000-2001	--	--	--	--
Final 2000-2001	--	235.8	--	235.8
Initial 2002-2003	--	299.2	--	299.2
Total I				
Revised 2000-2001	**--**	**185.0**	**--**	**185.0**
Final 2000-2001	**--**	**418.7**	**--**	**418.7**
Initial 2002-2003	**--**	**494.2**	**--**	**494.2**
II. Acquisitions				
Budget distribution				
Programme budget				
Revised 2000-2001	--	--	--	--
Final 2000-2001	--	--	126.3	126.3
Initial 2002-2003	--	--	323.0	323.0
Support budget				
Revised 2000-2001	--	--	360.0	360.0
Final 2000-2001	--	--	282.0	282.0
Initial 2002-2003	--	--	225.0	225.0
Total II				
Revised 2000-2001	**--**	**--**	**360.0**	**360.0**
Final 2000-2001	**--**	**--**	**408.3**	**408.3**
Initial 2002-2003	**--**	**--**	**548.0**	**548.0**

Purpose	*Contractual services*		Acquisition	
	Systems development	*Maintenance*	*(hardware/ software)*	*Total*
III. Major systems				
A. Programme and Financial Information System				
Programme budget				
Revised 2000-2001	1 380.0	--	320.0	1 700.0
Final 2000-2001	--	60.0	--	60.0
Initial 2002-2003	--	90.0	--	90.0
Support budget				
Revised 2000-2001	--	--	--	--
Final 2000-2001	--	--	--	--
Initial 2002-2003	--	280.0	--	280.0
B. Other major systems				
Programme budget				
Revised 2000-2001	--	--	--	--
Final 2000-2001	60.7	--	--	60.7
Initial 2002-2003	50.0	--	--	50.0
Support budget				
Revised 2000-2001	--	--	--	--
Final 2000-2001	70.0	--	--	70.0
Initial 2002-2003	50.0	--	--	50.0
Total III				
Revised 2000-2001	**1 380.0**	**--**	**320.0**	**1 700.0**
Final 2000-2001	**130.7**	**60.0**	**--**	**190.7**
Initial 2002-2003	**100.0**	**370.0**	**--**	**470.0**
Total I, II and III				
Revised 2000-2001	**1 380.0**	**185.0**	**680.0**	**2 245.0**
Final 2000-2001	**130.7**	**478.7**	**408.3**	**1 017.7**
Initial 2002-2003	**100.0**	**864.2**	**548.0**	**1 512.2**

Table A.8
Distribution of reimbursement for support services, 2000-2001 and 2002-2003
(United States dollars)

Item	*Revised 2000-2001*	*Final 2000-2001*	*Initial 2002-2003*
1. Field level			
Africa			
Kenya			
UNDP headquarters	19 900	19 600	20 100
UNDP field offices	--	--	20 000
Nigeria			
UNDP headquarters	12 200	12 000	12 400
UNDP field offices	--	--	20 000
Senegal			
UNDP headquarters	18 400	18 500	18 900
UNDP field offices	--	--	20 000
South Africa			
UNDP headquarters	21 700	21 000	21 400
UNDP field offices	--	1 100	2 300
Central and eastern Europe, west and central Asia, Near and Middle East			
Afghanistan			
UNDP headquarters	15 600	15 000	15 200
UNDP field offices	--	--	--
Belgium			
UNDP headquarters	9 800	9 500	--
UNDP field offices	--	--	--
Egypt			
UNDP headquarters	14 000	13 600	14 500
UNDP field offices	--	3 100	10 000
Iran (Islamic Republic of)			
UNDP headquarters	7 700	7 200	7 700
UNDP field offices	--	10 000	20 000
Pakistan			
UNDP headquarters	22 400	22 400	22 700
UNDP field offices	--	--	--
Russia Federation			
UNDP headquarters	11 700	11 000	11 300
UNDP field offices	--	--	--
Uzbekistan			
UNDP headquarters	19 500	18 600	19 000
UNDP field offices	--	8 700	5 500
South Asia, east Asia and the Pacific			
India			
UNDP headquarters	28 100	27 700	28 600
UNDP field offices	--	--	--

Item	*Revised 2000-2001*	*Final 2000-2001*	*Initial 2002-2003*
Lao People's Democratic Republic			
UNDP headquarters	14 300	14 100	14 500
UNDP field offices	--	--	--
Myanmar			
UNDP headquarters	23 800	23 200	23 600
UNDP field offices	--	--	--
Thailand			
UNDP headquarters	28 000	27 600	28 000
UNDP field offices	--	16 800	30 600
Viet Nam			
UNDP headquarters	12 000	11 700	11 900
UNDP field offices	--	24 000	48 000
Latin America and the Caribbean			
Barbados			
UNDP headquarters	25 500	24 900	25 100
UNDP field offices	--	20 000	29 000
Bolivia			
UNDP headquarters	21 800	21 100	21 400
UNDP field offices	--	9 000	9 000
Brazil			
UNDP headquarters	23 700	22 900	23 700
UNDP field offices	--	--	--
Colombia			
UNDP headquarters	21 800	21 000	21 800
UNDP field offices	--	--	--
Mexico			
UNDP headquarters	13 100	12 800	13 200
UNDP field offices	--	--	--
Peru			
UNDP headquarters	25 500	24 600	25 000
UNDP field offices	--	--	--
Total 1			
UNDP headquarters	**410 500**	**400 000**	**400 000**
UNDP field offices	**--**	**92 700**	**214 400**
2. Management and administration			
UNOV	1 000 000	1 000 000	1 376 400
OIOS	373 000	398 000	400 000
3. Total biennial support budget			
UNDP headquarters	410 500	400 000	400 000
UNDP field offices	--	92 700	214 400
UNOV	1 000 000	1 000 000	1 376 400
OIOS	373 000	398 000	400 000
Total	**1 783 500**	**1 890 700**	**2 390 800**

Table A.9

Consultants: expenditure by execution modality and funding source, 1997-2001

(Thousands of United States dollars)

Item	*1997*	*1998*	*1999*	*2000*	*2001 (January-June)*
1. Execution modality					
UNDCP	1 212.8	360.9	370.6	200.6	20.0
Agencies	443.2	587.2	310.7	71.4	--
Total 1	**1 656.0**	**948.1**	**681.3**	**272.0**	**20.0**
2. Funding source					
Regular budget	74.3	143.5	118.1	37.0	20.0
Extrabudgetary					
(a) Support budget	149.3	31.3	--	75.0	--
(b) Programme budget	1 432.4	773.3	563.2	160.0	--
Total 2	**1 656.0**	**948.1**	**681.3**	**272.0**	**20.0**

Annex II

Budget presentation and methodology

A. Budget cycle and format of biennial support budget

1. Following the approval of the outline, the biennial budget cycle for the Fund of UNDCP includes the following three stages: initial budget submitted prior to the start of the biennium; the revised budget submitted at mid-term of the two-year period; and the final budget submitted towards the end of the budget cycle. Each budget submission contains the biennial support budget and the biennial programme budget. The biennial support budget for the Fund of UNDCP is presented in accordance with the harmonized budget model as applied by UNICEF, UNDP and UNFPA. That format was first utilized for the final biennial support budget for 1996-1997 and the initial biennial support budget for 1998-1999 (E/CN.7/1997/14). The harmonized model provides for a common format for the presentation of biennial support budgets, common terms and definitions relating thereto and a common methodology for the preparation of budget estimates. The main features of the biennial support budget provide for:

(a) A clear separation between the biennial support budget and the biennial programme budget;

(b) An integration of the biennial support budget within an overall resource framework, including programme activities;

(c) A clear separation within the biennial support budget between programme support and management and administration;

(d) Transparency of headquarters resources and field operations;

(e) Funding of the biennial support budget from unearmarked and programme support resources;

(f) Presentation of the biennial support budget by budget line for approval by the Commission;

(g) A budget classification based on organizational units, identifying the primary focus of the responsibilities and functions of each unit.

2. Whereas the harmonized budget model provides for a standard presentation for programmes of the United Nations, it leaves sufficient flexibility to maintain or introduce budgetary concepts specific to the organization concerned. In this regard, the following budget concepts have been introduced in the harmonized budget model as applied by UNDCP:

(a) Comparability with the regular budget of the United Nations in order to provide for an integrated budget presentation;

(b) Detailed presentation of the financial situation, utilizing a systematic approach for establishing income estimates;

(c) Revision of the approved budget within the biennium, as and when required;

(d) Recosting of programme activities;

(e) Extensive annexes to the biennial support budget, including information of interest to the Commission and the Advisory Committee, such as the following: the organizational structure of UNDCP; responses to observations by the Commission, the Advisory Committee and, as required, the Board of Auditors; and the budget methodology;

(f) Results-based budgeting.

3. As noted, in addition to the biennial support budget, the budget also includes the biennial programme budget with the two now being presented in one comprehensive document as recommended by the Advisory Committee. Essentially, the support budget is justified in terms of the level of the programme to be implemented, with the two budgets being cross-referenced as appropriate.

4. The budgets for the Fund of UNDCP are approved on a biennial basis, as foreseen in Commission resolution 13 (XXXVI) and article X of the Financial Rules of the Fund. The revised budget proposals for the biennium 2002-2003, to be submitted to the Commission at its forty-fifth session, will therefore consist of a Report of the Executive Director, containing a technical part with regard to recosting factors, as well as a part containing major variations based on changed priorities mandated by policy-making organs or proposed by the Executive Director.

B. Results-based budgeting

5. UNDCP has been requested to move towards results-based budgeting[a] in line with innovations adopted by a number of Governments, the United Nations Secretariat and other United Nations entities. In developing its specific approach, UNDCP consulted with the United Nations Secretariat and a number of United Nations programmes and specialized agencies, which are also implementing results-based budgeting and management, including UNICEF, UNDP and UNFPA. Accordingly, the Biennial Programme Budget for the Fund of UNDCP for the biennium 2002-2003 is presented for the first time in a results-based format. The presentation of the support budget is the same as in the previous biennium, and it continues to follow the harmonized budget model. In all respects, the new approach results in more specific data and information being provided to the Commission.

6. Discussions with other United Nations entities made it clear that there is no "one-size-fits-all" approach to results-based budgeting and management. The concept must be adapted to the mandates, structure, funding and other realities faced by each organization. The approach is still under development in virtually all of the organizations. Nevertheless, there are certain basic principles, which should be adhered to in developing a results-based system. The strategy, which UNDCP is following in implementing the approach, is to follow the basic principles adopted by the United Nations system, taking into account the specificity of UNDCP. In pursuing results-based budgeting and management, UNDCP has the distinct advantage of being able to build on a number of elements, which are already in place. Most significant of these is the fact that most of the work is already structured into projects that have specific objectives and results, and use a logical

framework.[b] The projects, in turn, are increasingly being welded into programmes which aim at achieving concrete results at the country, regional or global levels.

7. In section XIV of the present document, UNDCP has described its priorities and objectives as an organization, and its overall strategy for achieving them. Since UNDCP operates in four thematic areas, these priorities are presented by thematic area. Within each thematic area, the overall objectives, priorities and strategy employed to reach them are outlined. They are fully in line with the medium-term plan for 2002-2005, the targets and action plans of the twentieth special session of the General Assembly, as well as other mandates of UNDCP. Taking into account, in particular, the timing of the special session, the priorities and strategies cover a period of eight years. The objectives outlined cover all UNDCP results-oriented activities, whether funded by the Fund of UNDCP or the United Nations regular budget. Emphasis is put on partnerships in place to achieve the results, including those with international organizations, Governments and civil society. In this respect, UNDAF plays a key role. Complementarity and synergies with the Centre for International Crime Prevention are taken into account.

8. Details on all UNDCP programmes are contained in section XVIII (addendum) of the present document. At the programme level, the presentation is brought into line with results-based budgeting and management by employing a set of individual summary strategic programme frameworks[c] using the logical framework approach.

9. Each strategic programme framework includes a concise situation analysis covering the following:

(a) The objective of the programme;

(b) The strategy employed, including the role of UNDCP and its partners;

(c) Summary information on the components (the projects) of the programme;

(d) External factors to be considered;

(e) The results expected, and objectively verifiable indicators for those results;

(f) Plans for evaluation;

(g) Budget and funding information, both for the biennium and for the life of the programme in question, as appropriate.

10. Use of the logical framework approach as the mainstay for the summaries is complemented by other features. These include reference to partnerships and linkages with other programmes and regular budget normative activities, including the work of the Centre for the International Crime Prevention. Each programme description contains a table setting forth the biennial funding of the programme in question, broken down by thematic area, by general- and special-purpose resources, and by ongoing versus pipeline activities. Tables outlining overall anticipated programme expenditures by thematic area and by region for the Fund of UNDCP as a whole are also presented as in past years. Among the programmes being presented to the Commission are those that have been identified as core programmes to be funded mainly by general-purpose resources. This presentation is in line with the draft guidelines on the use of general-purpose resources. The Secretariat believes

that the description of programmes using the logical framework approach to the extent possible—even for ongoing programmes, some of which may lack full coherence—provides transparency and will enhance the quality of the dialogue with and within the Commission, and will ultimately lead to results-oriented programmes.

11. Performance reporting will focus on the results identified at the planning stage. The aim is to make reporting more precise and linked directly to the agreed programme objectives, outcomes and impact. The first such results-based report will be presented to the Commission at its forty-sixth session in 2003, based on the programme summaries now being presented to the Commission, and covering activities and results achieved during 2002.

12. Implementing results-based budgeting and management is a work in progress, and it will take time to put them fully in place. The presentation of the biennial programme budget in results-based budget format is just the first step. During the coming biennium work will focus on the following:

(a) Developing, in consultation with stakeholders, fully-fledged strategic programme frameworks for each of the programmes where such frameworks do not now exist;

(b) Continuing to improve the quality of projects, ensuring rigorous use of the logical framework, baseline assessments and achievement indicators;

(c) Implementing phase two of the ProFI project to create an Internet-based electronic monitoring system for tracking project outputs and results to complement the financial monitoring provided by ProFI phase one, currently in operation;

(d) Developing further the methodology and approach for programme-level evaluations, focusing on results and impact;

(e) Putting in place monitoring and reporting tools related to efficient performance of support budget activities;

(f) Training staff to implement the results-based approach;

(g) Assessing, on an ongoing basis, the performance of the various programmes, and proposing adjustments as required;

(h) Preparing the first results-based performance report to be presented to the Commission in March 2003.

13. UNDCP recognizes that it will need to learn by doing, and modify the approach as experience dictates in a dialogue with its main stakeholders, in particular the Commission. It is hoped that the adoption of results-based budgeting and management will further assist the Commission in exercising more effectively its authority as the governing body of UNDCP.

C. Methodology for the final biennial support budget for 2000-2001 and the initial biennial support budget for 2002-2003

14. The final biennial support budget for 2000-2001 presents adjustments to the approved revised biennial support budget for 2000-2001 at the end of the two-year

period. Approved revised budget estimates and programme activities unaffected by the adjustments remain valid and are not presented or recalled as part of the final budget. By restricting the presentation to incremental changes, it is possible to present a short document and avoid duplication of the presentation made in the budget process.

15. The initial support budget for 2002-2003 is based on the final support budget for 2000-2001, as well as on the budget outline for 2002-2003. The support budget for 2002-2003 is linked to the initial programme budget for 2002-2003.

16. Both submissions include two types of adjustments: cost changes and volume changes. Cost changes identify any increase or decrease in the cost of a resource input. Such adjustments reflect, in particular, the fluctuations in vacancy rates and standard costs, inflation and exchange rates as compared with the assumptions used for establishing the approved budget. Volume changes capture departures from the controllable elements of the approved budget, in particular modification of the approved programme of work. In the final budget, only major departures from the approved revised budget are presented, and no attempt is made to cover all details and possible adjustments. By imposing this restriction, it is possible to avoid presenting a fully-fledged budget proposal, while maintaining the biennial character of the budget cycle.

17. The volume adjustments for the final biennial support budget for 2000-2001, as well as for the initial biennial support budget for 2002-2003, are expressed at the revised rates and standard costs. Such rates and standard costs include information on exchange rates, inflation rates, standard salary costs, common staff costs and vacancy rates. For calculating cost changes, up-to-date rates and standard costs are subsequently applied. Whereas the budget of UNDCP is expressed in United States dollars, a large share of the expenditures are incurred in other currencies. Exchange rate and inflation rate movements between such currencies and the dollar can therefore have a sizeable impact on the calculation of the cost adjustment. For exchange rate fluctuations, cost adjustments update previous assumptions on the basis of actual monthly operational rates in the country of operation. Projections until the end of the budget period are based on the latest available monthly rate and no attempt is made to forecast the movement of currencies vis-à-vis the United States dollar. For inflation, previous assumptions are updated on the basis of actual monthly consumer-price indices prevailing in the country of operation. Projections are based on an average of the past 12 months. Revisions to standard salary costs, common staff costs and vacancy rates are based on actual experience by category and level for the Vienna duty station and each of the four regions of operation. Projections are based on the latest monthly information, available from 19 countries that represent the main areas of UNDCP operations, and on standard salary costs used for the regular budget of the United Nations, including standard salary cost version 13 for 2000-2001 and version 2 for 2002-2003.

Notes

[a] Although there is no fully agreed definition of results-based budgeting, the essential elements are captured in the definition adopted by the United Nations Secretariat, which defines it as a budget process in which: (a) programme formulation revolves around a set of predefined objectives and expected results; (b) expected results justify the resource requirements which are

derived from and linked to outputs required to achieve such results; and (c) actual performance in achieving results is measured by objective performance indicators. See "Proposed programme budget for the biennium 2002-2003" (A/56/6 (INTRODUCTION)), which contains background information on the proposal of the Secretary-General for implementing results-based budgeting under the regular budget of the United Nations for the biennium 2002-2003.

[b] See the UNDCP programme and project document standard format and guidelines of November 1998 (UNDCP internal document). The logical framework approach is widely used in technical cooperation work within the United Nations system as well as by bilateral donors and non-governmental organizations.

[c] A strategic programme framework is a time-bound planning framework for drug control and crime prevention activities at the country, subregional, regional or global level, initially including a set of interrelated project ideas, all contributing to the common objectives of the programme framework.

Annex III

Responses to recommendations and comments of the Advisory Committee on Administrative and Budgetary Questions and of the Board of Auditors

A. Recommendations and comments of the Advisory Committee on Administrative and Budgetary Questions

1. The report of ACABQ (E/CN.7/2001/10) on the proposed revised biennial support and programme budget for 2000-2001 and the proposed outline for 2002-2003 (E/CN.7/2001/8 and 9) contained a number of requests for information and recommendations. The responses of UNDCP are outlined below.

2. *UNDCP efforts in attracting voluntary contributions.* In paragraph 4 of the report of the Committee, it is requested that in UNDCP budget documents information on efforts in attracting voluntary contributions should be provided.

3. *Response.* In accordance with the recommendation of ACABQ, the present report contains, under part two, section IV on income, a three-pronged strategy to attract, crucially, more voluntary general-purpose contributions. In addition, the attention of the Committee is also drawn to section XV on resource mobilization and new funding windows, which sets out in some detail various initiatives that underline the role of UNDCP as a catalyst for mobilizing resources, not only from voluntary contributions but also from a variety of sources to enhance drug control efforts.

4. *General-purpose income.* In paragraph 5 of the report of the Committee, concern is expressed on the continued low level of general-purpose income and the need for a better balance between general- and special-purpose income. The Committee would like to see effective proposals to redress this trend and is of the view that one way of addressing this imbalance would be for the introduction of greater precision in the formulation of a core programme to be approved as such by the Commission.

5. *Response.* As mentioned above, a strategy to attract the necessary level of general-purpose income is given in the present document. In addition, a paper on proposed guidelines on the use of general-purpose funds was already presented to the Commission at its forty-third session, introducing the concept of core programmes. The present document proposes the use of general-purpose funds based on those guidelines, as explained in the executive summary on the funding situation.

6. *Operational reserve.* In paragraph 6 of its report, the Committee recommends reviewing the adequacy of the operational reserve, currently at $12 million, should the trend in the depletion of the fund balances continue. It also requests that the budget documents contain background information on the reserve.

7. *Response.* The adequacy of the reserve is being kept under review. As can be seen from the financial summary (table 3), fund balances are expected to stabilize at levels considered adequate to maintain cash flow sufficient to continue operations

into the next biennium, without the need for recourse to the reserve. Background information on the reserve is contained in part two of the present document.

8. *Certification of financial statements of the Fund of UNDCP for 1998-1999.* The Committee awaits certification by the Board of Auditors that the matter of obtaining audit assurances on nationally executed expenditures has been resolved or that satisfactory progress is being made towards removing the reasons for the qualified opinion.

9. *Response.* Please see section B below on the last report of the Board of Auditors, which clearly indicates that UNDCP has made satisfactory progress in this matter.

10. *Budget format.* In paragraph 8 of its report, the Committee stated that it was of the view that the budget format could be further improved, for example, by avoiding, to the extent possible, the inclusion of essentially identical information in various parts of the budget document.

11. *Response.* Some key data contained in the body of the report needs to be highlighted in the executive summary in order to make it comprehensive and to stress and support the most essential highlights of the budget. However, an effort has been made in the present report to minimize the repetition of such key data.

12. *Project execution.* In paragraph 11 of its report, the Committee stated that it is of the view that the shift in project execution from agencies to UNDCP should be closely monitored and its cost-effectiveness thoroughly analysed.

13. *Response.* Project executing modalities and the cost-effectiveness of implementing arrangements are now more closely monitored in the project formulation and approval stages, which require all projects to be submitted to a Programme and Projects Committee for review and further approval. Table 10 of the present document provides a comparison of executing modalities between the approved programme budget for 2000-2001 and that proposed for 2002-2003. The comparison shows that while agency execution will fall substantially by 47 per cent, it will not be shifted to UNDCP (which declines by 4 per cent) or to national execution (which increases by 4 per cent). This is because a number of major ongoing projects requiring substantial agency implementation in, for example, Afghanistan, Myanmar, Peru and Tajikistan, are either under completion or are being scaled down in line with expected funding prospects. Also, with the rationalization of the programme portfolio into more medium-sized projects ($0.3 million to $2 million), the need for agency execution is reduced, because those projects are less dependent on substantial contracting and procurement services provided by agencies.

14. *Repetition of data.* In paragraph 12 of its report, the Committee stated that it is of the view that data on country and regional offices contained in various tables of the report should not be, to the extent possible, duplicated in the text.

15. *Response.* The various tables presented in the present document on country and regional offices summarize detailed information given in the text of the document. Efforts have been made to avoid any repetition of summarized data in the text, unless it is to reinforce a point.

16. *Post reclassifications*. In paragraph 14 of its report, the Committee reserved its recommendation on professional post reclassifications in the revised budget for 2000-2001, stating that it would examine them during its review of the proposed budget for 2002-2003 on the basis of full justification in the present document.

17. *Response*. The status of the posts in question is as follows:

(a) *Representative, Regional Office for Southern Africa, Pretoria*. The post was reclassified from P-5 to D-1 in 2000-2001. It should be noted that the table in paragraph 14 of the report of the Committee erroneously refers to this twice, once under sub-Saharan Africa and again under the Regional Office for Southern Africa. The post was upgraded in line with the enhanced programme development and backstopping responsibilities required in that office. With the increasing programme volume proposed in that region for 2002-2003, the continued level of this post remains fully justified when compared to similar levels in other major regional and country offices;

(b) *Representative, Country office, Colombia*. The post was reclassified from D-2 to D-1 in 2000-2001, because the D-1 level is considered more appropriate to meet current drug control circumstances and a less than expected programme volume as envisaged at the start of 2000. This office has been adequately represented at the D-1 level, and is fully justified at that level, given the continuing levels of programme volume and responsibilities in the proposed budget for 2002-2003;

(c) *Representative, Regional office, Brazil*. This was converted to a regional office for the Mercosul countries in 2000-2001, to be headed initially by a Representative at the D-1 level. However, it continued to function under a Representative at the P-5 level, which was considered adequate with the support of a Programme Management Officer at the P-4 level, as reflected in the revised support budget. In view of the continuing programme volume increase in the Mercosul region, as well as the importance of managing large, cost-shared projects in Brazil, it is proposed to reinstate the upgrading of the post of Representative to the D-1 level. With this upgrade and the strengthening of the office in 2001 with an additional National Programme Officer, the office is well equipped to manage the programme, and the P-4 post, currently assigned to it, will be transferred to the Office in Kenya to allow the re-establishment of the Representative position in that regional office;

(d) *Operations Branch, Vienna Headquarters*. The upgrading of a P-5 to D-1 to restore the Chief of Operations Branch position has proved necessary in coordinating and directing the various regions and sectors comprising the programme budget portfolio. Also, with Latin America comprising the largest portion of the programme budget portfolio, the upgrading of a P-3 post to P-4 was essential to the proper management of this section. No further post reclassifications are being proposed for 2002-2003;

(e) *Division for Treaty Affairs*. In the proposed organizational structure shown in annex IV to the present report, the D-2 positions at Vienna headquarters are rationalized and assigned by their appropriate funding sources. Thus, the Treaty Affairs Division has a D-2 from the regular budget, as most of its functions are normative in nature and are funded from this source. The upgraded extrabudgetary D-2 assigned to that Division in the revised fund budget for 2000-2001 is therefore

proposed to be moved in 2002-2003 to head the Division for External Relations, which is now strengthened from within existing, mainly, extrabudgetary resources.

18. *Programme delivery rate*. In paragraph 16 of its report, it is stated that the delivery rate should be closely monitored and necessary action taken should the rate fall below the current estimate of 80 per cent.

19. *Response*. Based on actual expenditures for 2000 and a detailed project by project estimate of expenditures against allotments for 2001, programme delivery is estimated at 79 per cent of the revised 2000-2001 programme budget. This is almost in line with the 80 per cent target rate.

B. Recommendations and comments of the Board of Auditors

20. The audit opinion on the financial statements of the Fund of UNDCP for the biennium 1998-1999 includes a technical qualification by the Board of Auditors. The Board restricted its audit opinion because it could not assess the effect of any adjustments that may be necessary upon receipt of outstanding audited expenditure statements relating to nationally executed projects. The Board therefore recommended that UNDCP should strengthen its efforts to encourage UNDP to secure the necessary audit reports for nationally executed projects and, where appropriate, extend the arrangements whereby nationally executed projects are audited by local accountancy firms.

21. As acknowledged in the report of the Board of Auditors on implementation of its recommendations made in the biennium 1998-1999, updated as of 25 June 2001, UNDCP has followed up the matter closely with UNDP, and has engaged local accountancy firms to ensure that outstanding audit certificates are submitted. As at 20 June 2001, audit clearance of $16.9 million, or 92 per cent of such expenditures in 1998-1999, had been obtained. For such expenditures in 2000, it has obtained certificates covering $11.3 million, or 59 per cent of the $19.2 million in reported expenditures. The Board commends in particular six organizations (the United Nations, UNDCP, UNICEF, the United Nations Institute for Training and Research, the United Nations University and the United Nations Joint Staff Pension Fund), which have substantially improved their implementation rate compared with 1996-1997.

22. Other, less significant, recommendations made by the Board and UNDCP responses to them are available in the report of the Secretary-General on implementation of audit recommendations made in 1998-1999.

Annex IV

Organization of the United Nations International Drug Control Programme

1. UNDCP was established pursuant to General Assembly resolution 45/179 of 21 December 1990 as the single body responsible for concerted international action for drug abuse control, with the following functions:

(a) To serve as the central drug control entity with exclusive responsibility for coordinating and providing effective leadership for all United Nations drug control activities and as the repository of technical expertise in international drug control for the Secretariat of the United Nations as well as Member States, and, in this capacity, advise them on questions of international and national drug control;

(b) To act on behalf of the Secretary-General in fulfilling the responsibilities assigned to it under the terms of international treaties and resolutions of the United Nations organs relating to international drug control;

(c) To provide secretariat and substantive services to the Commission on Narcotic Drugs and its subsidiary bodies, with due consideration to treaty arrangements, as well as secretariat support to the International Narcotics Control Board;

(d) To develop and carry out drug control operational activities through a network of field offices, and assist Governments in the development and implementation of programmes aimed at reducing illicit cultivation, production, manufacture, traffic and abuse of narcotic drugs and psychotropic substances and in improving the effectiveness of measures for controlling the licit supply of drugs and precursor chemicals.

2. UNDCP is funded from the regular budget of the United Nations, as well as from extrabudgetary resources, comprising the biennial support budget and the programme budget of the Fund of UNDCP. The regular budget of UNDCP essentially covers activities related to treaty implementation and legal affairs at UNDCP headquarters; it is submitted by the Secretary-General, reviewed by the Advisory Committee and approved by the General Assembly. The biennial support budget and the programme budget of the Fund of UNDCP are financed from voluntary contributions and geared towards assisting developing countries in meeting their obligations in implementing provisions of the international drug control treaties. Such assistance is provided through UNDCP headquarters, the network of UNDCP country offices and programmes in drug control. The budgets are submitted by the Executive Director, reviewed by the Advisory Committee and approved by the Commission. Approximately 10 per cent of UNDCP resources is made available from the regular budget and 90 per cent from voluntary contributions.

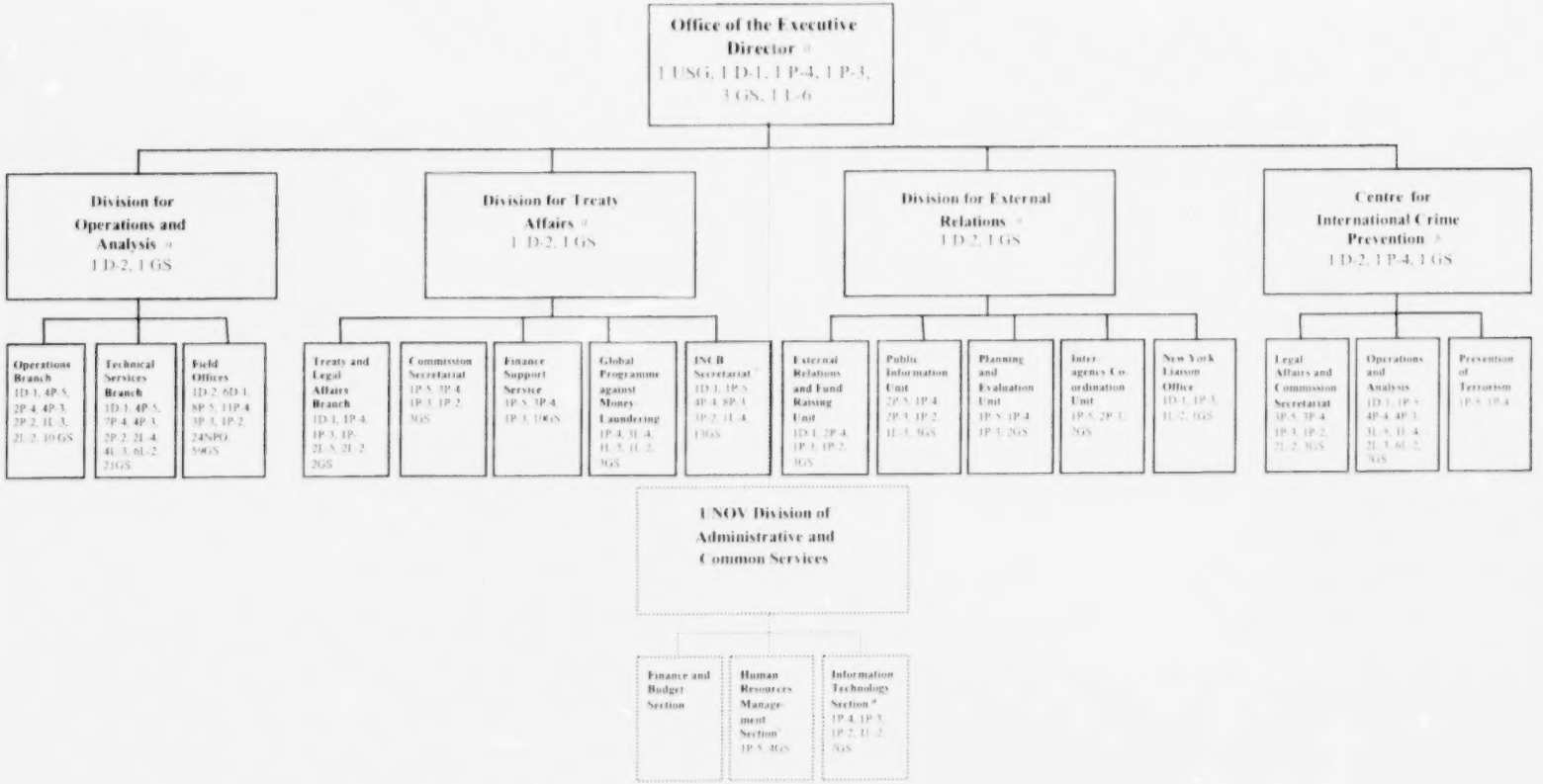
3. The functions of the Executive Director of UNDCP are indicated in General Assembly resolution 45/179. General Assembly resolution 46/185 C of 20 December 1991 calls on the Executive Director to present the budget of the Fund of UNDCP to the Commission for its consideration.

4. The Programme consists further of the following three Divisions, each headed by a Director reporting to the Executive Director: the Division for External Relations, the Division for Treaty Affairs and the Division for Operations and Analysis. The responsibilities for each of the Divisions is outlined in part four of the present report. The proposed organizational chart of the Programme is shown in figure IV. The budget proposals for 2002-2003 reflect this proposed organizational structure. At headquarters, all posts located in each office are shown in the chart. In the field, project posts are not included, as they do not form part of the office structure.

Figure IV

Organizational chart of the United Nations Office for Drug Control and Crime Prevention

(September 2001)


Office of the Executive Director [a]
1 USG, 1 D-1, 1 P-4, 1 P-3, 3 GS, 1 L-6
Division for Operations and Analysis [a]
1 D-2, 1 GS
Division for Treaty Affairs [a]
1 D-2, 1 GS
Division for External Relations [a]
1 D-2, 1 GS
Centre for International Crime Prevention [b]
1 D-2, 1 P-4, 1 GS
Operations Branch
1D-1, 4P-5, 2P-4, 4P-3, 2P-2, 1L-3, 2L-2, 10GS
Technical Services Branch
1D-1, 4P-5, 7P-4, 4P-3, 2P-2, 2L-4, 4L-3, 6L-2, 2GS
Field Offices
1D-2, 6D-1, 8P-5, 11P-4, 3P-3, 1P-2, 24NPO, 59GS
Treaty and Legal Affairs Branch
1D-1, 1P-4, 1P-3, 1P-2, 2L-5, 2L-2, 2GS
Commission Secretariat
1P-5, 3P-4, 1P-3, 1P-2, 3GS
Finance Support Service
1P-5, 3P-4, 1P-3, 10GS
Global Programme against Money-Laundering
1P-4, 3L-4, 1L-3, 1L-2, 3GS
INCB Secretariat [c]
1D-1, 1P-5, 4P-4, 8P-3, 1P-2, 1L-4, 13GS
External Relations and Fund Raising Unit
1D-1, 2P-4, 1P-3, 1P-2, 3GS
Public Information Unit
2P-5, 1P-4, 2P-3, 1P-2, 1L-3, 3GS
Planning and Evaluation Unit
1P-5, 1P-4, 1P-3, 2GS
Inter-agency Co-ordination Unit
1P-5, 2P-3, 2GS
New York Liaison Office
1D-1, 1P-3, 1L-2, 1GS
Legal Affairs and Commission Secretariat
3P-5, 3P-4, 1P-3, 1P-2, 2L-2, 3GS
Operations and Analysis
1D-1, 1P-5, 4P-4, 4P-3, 3L-3, 1L-4, 2L-3, 6L-2, 3GS
Prevention of Terrorism
1P-5, 1P-4
UNOV Division of Administrative and Common Services
Finance and Budget Section
Human Resources Management Section
1P-5, 3GS
Information Technology Section [a]
1P-4, 1P-3, 1P-2, 1L-2, 7GS

Note: Table reflects posts (excluding general temporary assistance, but including associate experts).

[a] Funded from UNDCP regular and extrabudgetary resources.

[b] Funded from regular and extrabudgetary resources of the Centre for International Crime Prevention.

[c] On substantive matters, the head of the INCB secretariat is responsible to the Board.

Annex V

Glossary

Agency support costs. Expenses incurred by an executing agency as a result of its administration of project activities financed from the Fund.

Appropriation line. A subdivision of the appropriation for which a specific amount is shown in the appropriation decision and within which the Executive Director of UNDCP is authorized to make transfers without prior approval.

Associated organization. An entity designated by the Executive Director to participate, in association with an executing organization, in the implementation of projects.

Biennial support budget. Budget covering programme support and management and administration.

Cost changes. Any increase or decrease in the cost of a resource input arising from changes in costs, prices and exchange rates.

Executing organization. An entity designated by the Executive Director to implement a project. The executing organization is responsible for the overall management of the project and is responsible and accountable for the delivery of outputs, achievement of project objectives and the use of UNDCP resources.

Final budget. Budget estimates following the second and final revision of the initially approved biennial budget during the end of the second year of the biennium.

General-purpose funds. Funds accepted by the Executive Director for purposes consistent with those of UNDCP, without limitation as to the use for a specific purpose.

Impact. The totality of positive and negative, primary and secondary effects produced by an intervention, directly or indirectly, intended or unintended.

Indicator. Quantitative or qualitative factor or variable that provides a simple and reliable means to measure achievement, to reflect the changes connected to an intervention, or to help assess the performance.

Initial budget. Budget estimates approved by the Commission on Narcotic Drugs prior to the start of the biennium.

Logical framework. Management tool used to improve the design of interventions. It involves identifying strategic elements (inputs, outputs, outcomes and objectives) and their causal relationships, and the assumptions or risks that may influence success and failure. It thus facilitates planning, execution and evaluation.

National execution. The arrangement whereby an entity located in the recipient country is entrusted with the responsibility for executing UNDCP-assisted projects.

Outcome. A measurement of the likely effects of the outputs resulting from an intervention, usually taken soon after completion of the intervention, and periodically thereafter.

Programme budget. Direct inputs needed to achieve the objectives of a specific project or programme for international cooperation in drug control. This may typically include experts, support personnel, supplies and equipment, subcontracts and individual or group training.

Programme support. The development, formulation, delivery and evaluation of the programmes of an organization. This will typically include units that provide backstopping of programmes on a technical, thematic, geographic, logistical or administrative basis.

Programme support budget. Part of the biennial support budget, covering technical and administrative activities where a demonstrable relationship exists between the supporting activity and the implementation of project activities.

Programme support funds. Funds derived according to the programme support arrangement from the execution of projects for the exclusive funding of programme support activities.

Reserve. An amount considered essential to preserve the financial liquidity and integrity of the Fund of UNDCP, to compensate for uneven cash flows and to meet any unexpected similar requirements as may be decided by the Commission.

Result. The measurable output, outcome or impact (intended or unintended, positive and negative) of an intervention. Results are the direct consequence or effect of the generation of outputs, leading to the fulfilment of a certain objective.

Results-based budgeting. Programme budget process in which: (a) programme formulation revolves around a set of predefined objectives and expected results; (b) expected results justify the resource requirements which are derived from and linked to outputs required to achieve such results; and (c) actual performance in achieving results is measured by objective performance indicators.

Results-based management. A management strategy focusing on performance and achievement of outcomes and impacts.

Revised budget. Budget estimates following the first recosting of the initially approved biennial budget at the end of the first year of the biennium.

Special-purpose funds. Funds accepted by the Executive Director for purposes specified by the donor and consistent with those of UNDCP. Special-purpose funds are either hard-earmarked, on the basis of specific project agreements between UNDCP and donor countries, or soft-earmarked, for implementation in accordance with general indications by donor countries on thematic and geographic priorities.

Volume changes. Real increases or decreases in requirements, representing the controllable elements in the budget estimates.